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THE TRADE UNION: AN EXAMINATION OF  
ITS IMPACT ON SUPERVISORY PERSONNEL

BY



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The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies for acceptance, a thesis entitled The Trade Union: An Examination of Its Impact on Supervisory Personnel submitted by Stanley N. Kaufman in partial fulfilment of the requirements for the degree of Master of Business Administration.

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## ABSTRACT

This study examines first, the scope and depth of union influence in the production process and second, the extent to which the union, either through the labor contract or its administration, affects the decisions open to the first-line supervisor in terms of his decision-making responsibilities and leadership behavior pattern.

A brief survey of some of the theoretical and empirical contributions of leadership theory in Chapter II permits the presentation of an overview of the trade union's function as a situational variable affecting supervisory behavior in the work environment. Finally, an attempt is made to examine the relationship between the trade union as a situational variable and supervisory leadership patterns. This examination was based on a survey of several establishments in the Edmonton area.

The study concludes that as a situational variable the union has some influence over the leadership style of the supervisor. However, it was also concluded that supervisors experienced little or no constraint on their decision-making authority.



## ACKNOWLEDGEMENT

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## TABLE OF CONTENTS

Chapter		Page
I	INTRODUCTION .....	1
	Purpose of the Study	
	The Research Design	
	Scope and Limitations of the Study	
	Organization of the Study	
II	FUNCTIONAL LEADERSHIP AND SITUATIONAL VARIABLES .....	8
	Introduction	
	Leadership and Supervision	
	Leadership and Functional Behavior	
	Situational Variables and Leadership Style	
	Summary	
III	THE UNION AS A SITUATIONAL VARIABLE .....	27
	Introduction	
	Scope of Union Influence	
	The Union's Impact on Supervisory Behavior	
	The Grievance Procedure	
	Summary	
IV	FINDINGS OF THE STUDY .....	51
	Introduction	
	The Questionnaire	
	Sample Characteristics	





Findings

Conclusions

V	CONCLUSIONS .....	70
	BIBLIOGRAPHY .....	74

# APPENDICES

- A. Questionnaire Used in the Survey.
- B. Frequency Distributions for Union,  
Supervisor and Management Variables on  
Depth of Union Influence.
- C. Frequency Distributions for Supervisor  
Variable on Union Influence and Super-  
visor Decision-Making Authority.



# LIST OF TABLES

Tables	Page
I. Correspondence of Supervisory Style	
Concepts .....	11
II. Correspondence of Leadership Concepts .....	12
III. Scope of Union Influence (A) .....	32
IV. Major Products and Services .....	55
V. Frequency Distribution of Establishments by	
Size .....	55
VI. Frequency Distribution of Establishments by	
Years in Operation .....	56
VII. Frequency Distribution of Establishments by	
Number of Employees in Main Bargaining Unit..	56
VIII. Scope of Union Influence (B) .....	58
IX. Frequency Distribution of Establishments by	
Scope of Union Influence .....	59
X. Depth of Union Influence .....	61
XI. Union Influence and Supervisory Decision	
Making .....	63



## LIST OF ILLUSTRATIONS

Figure		Page
1.	Relation Between Consideration and Grievance Rates .....	45
2.	Relation Between Structure and Grievance Rates .....	46
3.	Combinations of Consideration and Structure Related to Grievance Rates .....	47



## CHAPTER I

### INTRODUCTION

Management journals are replete with literature dealing with the role and organizational position of the supervisor in the industrial setting. Many authors offer typologies developed to explain such things as dimensions of leadership and styles of supervision.<sup>1</sup> However, most of these studies share a common conceptual framework as will be shown in Chapter Two.

Efficient task performance is one of the principal objectives of the formal organization. Thus, authors concerned with leadership style at the supervisory level have often attempted to relate the effectiveness of particular leadership styles to the productivity of the work group or the organization. No one leadership style can be considered as universally applicable. While one style may be appropriate for a given set of variables, another could be better, given another set.

During the course of rather extensive empirical research over the last decade on the relationship between supervisory leadership and task performance it has become apparent that situational variables exist which act to constrain the supervisor in his choice of an "appropriate" style of leadership. The growth of the trade union is one such factor. It is this factor that the present study will explore.

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<sup>1</sup>See Tables I and II in Chapter Two.





### Purpose of the Study

The arrival of the trade union as the employees' legal bargaining representative has had a significant effect on the supervisor's authority and responsibility in the plant. Company-wide contracts served to limit the supervisor's discretion in hiring, firing, and setting up rules for maintaining discipline. Because grievances in a unionized plant are of plant-wide or company-wide significance, the first-line supervisor must get approval from his superiors before he can take action on his own in many areas. The supervisor now realizes that even minor routine decisions may often be based on the union-management contract. The union then has acted to limit the supervisor's freedom of action and has indirectly influenced the supervisor in his choice of leader behavior patterns.

This study proposes to examine (1) the scope and depth of union influence in the operation of the plant, and (2) the extent to which the union affects the decisions open to the first-line supervisor in terms of his job functions and leadership style. In particular it aims at the achievement of five specific objectives. They are:

1. To determine the scope of union influence on selected production activities in Edmonton, Alberta;
2. To determine the depth or intensity of union influence on selected production activities;



3. To determine the relative degrees of influence for the union, the supervisor, and management on selected production activities;
4. To determine the degree to which the union restrains the supervisor's decision-making authority; and
5. To determine the impact of the union's influence on the supervisor's leadership style.

### The Research Design

In order to achieve the objectives stated above a sample of establishments operating in the Edmonton area was drawn. The sample itself was derived from the membership rosters of the Personnel Association of Edmonton and of the Canadian Manufacturers' Association.

The initial sample was comprised of thirty-seven establishments operating in or nearby Edmonton, Alberta. All but two establishments are basically manufacturing concerns. The two exceptions represent departments of the provincial and federal governments. In terms of size, the sample includes those establishments employing under fifty people to those employing well over one thousand people. Similar variances occur through the sample in terms of age of company, number of years union representation, and size of local bargaining unit.<sup>2</sup>

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<sup>2</sup>See Chapter IV for a more detailed presentation of sample characteristics.



This study used a questionnaire for data collection. The first section of the questionnaire examining scope and depth of union influence was derived from an earlier study conducted in Illinois.<sup>3</sup> This section of the questionnaire was chosen because it provided a comprehensive list of production activities for determining scope and depth of union influence. Because it covered most areas of union, management, and supervisory responsibility it provided a background for examining (1) the influence of these three variables relative to each other, and (2) the degree to which the union restrains the supervisor's decision-making authority. Thus, a modified replication of the Illinois study contributed to the achievement of the first four objectives that this thesis sets out to achieve. The remainder of the questionnaire examining the impact of the union's influence on supervisory leadership style was developed specifically for the purposes of this thesis.

Three respondents were asked to pretest the questionnaire and it was concluded that there was sufficient agreement on meanings of the questions asked. Questionnaires were then directed, by mail, to the managers or personnel directors of each of the establishments in the sample.

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<sup>3</sup>M. Derber, W. E. Chalmers, and M. T. Edelman, Plant Union-Management Relations: From Practice to Theory. Urbana Ill.: Institute of Labor and Industrial Relations, University of Illinois, 1965.





### Scope and Limitations of the Study

A considerable amount of empirical evidence has been gathered with regard to the effect of various types or styles of leadership practices on human behavior. However, it is beyond the scope of this thesis to attempt a review of all the data available from these studies. An overview presented in the next chapter provides the reader with a brief review of this literature and provides the theoretical base for examining the relationship between situational variables and leadership styles. The situational factor of particular concern to this study is the trade union. Organizational and technological variables also influence the effectiveness of a leadership style but consideration of these two factors have been excluded in favor of a concentration on the trade union.

One of the initial problems faced was in drawing the samples for the study. Although the membership rosters of the two associations consulted were helpful, many of the firms listed could not be utilized in or for the study either because of the nature of their product or service or because they were not involved in dealing with a union. Thus, the sample is not representative of the Edmonton area, nor is it representative for the province of Alberta. One limitation is that the study was conducted in Edmonton, Alberta and generalizations with reference to the study's





findings may not be applicable to other political or geographic locations.

The empirical part of this study which involved questioning a small sample of local establishments is of an exploratory nature, and is intended to achieve only a general indication of union influence. Thus, findings of the study cannot be extended beyond the scope of the sample itself.

Because of time restrictions involved in the gathering of data only top management was questioned. Information was not collected from supervisors, workers or union officials.

### Organization of the Study

This introductory chapter has defined the purpose of the study, described the research design and has indicated its scope and limitations.

Chapter II briefly examines supervisory practice, leadership styles, and the relationship between situational factors and leadership. Chapter III provides a more detailed examination of the trade union as a situational variable with particular attention being given to the position of the first-line supervisor.

A detailed presentation of the findings of the empirical part of this study is to be found in Chapter IV.



Finally, Chapter V summarizes the findings of the study in terms of the objectives stated earlier in this chapter.



## CHAPTER II

### FUNCTIONAL LEADERSHIP AND SITUATIONAL VARIABLES

#### INTRODUCTION

Within the hierarchical structure of the formal organization the supervisor is in a key position to influence the levels of task performance. In Addition to the power that derives directly from the supervisor's position in the organization, the particular style of leadership he employs is of great importance in determining his influence.

A number of studies have provided some insight into the supervisory practices best suited for the management of organizations.<sup>1</sup> This chapter offers a brief review of some of the research findings in this area. A review is also presented of some of the studies and points of view that have dealt with the situational nature of effective leadership.

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<sup>1</sup>A series of studies have examined the relationship between supervision and productivity and morale. These studies are widely reported in the literature. For example, see, Katz, Maccoby, and Morse, Productivity, Supervision and Morale in an Office Situation, Detroit, Mich: Darel Press, Inc., 1950; Katz, Maccoby, Gurin, and Floor, Productivity, Supervision and Morale Among Railroad Workers, Ann Arbor, Mich.: Survey Research Center, 1951. Also see Coch and French, "Overcoming Resistance to Change;" and, Morse and Reimer, "The Experimental Change of a Major Organizational Variable." For other studies on these themes see, R.C. Day and R. L. Hamblin, "Some Effects of Close and Punitive Styles of Supervision," in Readings in Organizational Behavior and Human Performance, L.L. Cummings and W.E. Scott (eds.), Illinois: R.D. Irwin, Inc., 1969, pp. 615-626; M. Argyle, G. Gardner, and F. Cioffi, "The Measurement of Supervisory Methods," Human Relations, 1957, pp. 295-313.



During the course of empirical research in the area of leadership it has become apparent that the adoption of particular styles of leadership by the supervisor is subject to some rather formidable constraints. The formal structure of the organization is one such factor. The level of technology existing in the organization is another. A third factor is the trade union. It is this factor, the extent to which the union constrains the supervisor's leadership behavior, that the present study will explore.

### Leadership and Supervision

The concept of supervisory style itself is not crystal clear and the basic assumptions are often unclearly stated. The most common categories of supervisory style are the authoritarian and the democratic styles. Authoritarian supervision, in general, is characterized by a high degree of power wielded by the supervisor over the work group. Both power and all decision-making functions are absolutely concentrated in the person of the supervisor. Democratic supervision, on the other hand, is characterized by a sharing of power and by participative decision-making. Under this style of supervision the work group becomes in some ways equal with the supervisor. In theory, responsibility is spread rather than concentrated. This two factor "typology" of supervisory behavior commonly identified as Authoritarian-Democratic is representative of the conceptual content of





most other "typologies" reviewed, whatever their nomenclature. A representative group of studies of supervisory style is given in Table I showing that these studies do in fact share a common conceptual framework.

It is important that the distinction between leadership and supervision be made clear. The basic distinction is that to lead means to excel, to be in advance of others, to be preeminent; whereas to supervise means to guide others, to govern their activities, to hold command, to be head of a part of an organization. Supervision is related to some formal position whereas leadership is not necessarily related to a formal position.

Leadership is usually viewed as being comprised of a large aggregation of separate behaviors which may also be classified in a variety of ways. Stanley Seashore had identified what he sees as four "common" dimensions which seem to comprise the basic structure of what one may term leadership.<sup>2</sup> These dimensions include (1) support, (2) interaction facilitation, (3) goal emphasis, and (4) work facilitation. This study and other researches presented in Table II helps to point out the commonality of leadership concepts used by these investigators.

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<sup>2</sup>D.G. Bowers and S.E. Seashore, "Predicting Organizational Effectiveness with a Four-Factor Theory of Leadership," Administrative Science Quarterly, 1966, 11, pp. 283-263.



TABLE I CORRESPONDENCE OF SUPERVISORY STYLE CONCEPTS

PATTERN* (1968)	BLAU AND SCOTT (1962)	FLIPPO (1966)	LIKERT (1961)	PIEPER (1958)
1. <u>AUTHORITARIAN</u>	1. <u>DOMINATION</u> - power extended by supervisor through formal sanction, threat. - formality tends to alienate subordinates.	1. <u>AUTOCRATIC</u> - decision-making is centered in person of authority. - responsibility is concentrated. 1 (a) <u>NEGATIVE</u> - supervision grounded on fear, threat, force, performance of task.	1. <u>JOB-CENTERED</u> - concern for task performance, standard rates, conditions, times.	1. <u>DIRECTIVE-LEAD</u> - authoritative instructional on form basis.
2. <u>DEMOCRATIC</u>	2. <u>SUPPORT</u> - supervisor interested in training and advising workers. - supports subordinates when external threat appears. - subordinates become socially obligated to supervisor.	2. <u>PARTICIPATIVE</u> - participative type decision-making - power is shared - responsibility is spread out. 2 (a) <u>POSITIVE</u> - supervision grounded on incentive, gain, reward, human need satisfaction.	2. <u>EMPLOYEE-CENTERED</u> - primarily concern for fulfillment of human needs. - construction of an effective work group.	2. <u>CREATIVE-LEAD</u> -enlists cooperation and support. -provokes autonomous action based on group discussion.

\*THIS "TYPOLOGY" IS A FAMILIAR ONE BUT WAS NOT DESIGNED BY PATTERN.



TABLE II CORRESPONDENCE OF LEADERSHIP CONCEPTS

BOWERS AND SEASHORE (1964)	HEMPHILL AND COONS (1957)	HALPHIN AND WINER (1957)	KATZ et al. (1950)	KATZ AND KAHN (1951)	KAHN (1958)	MANN (1962)	LIKERT (1961)	CARTWRIGHT AND ZANDER (1960)
SUPPORT	MAINTEN- ANCE OF MEMBERSHIP CHARACTER	CONSIDERA- TION	EMPLOYEE ORIENTA- TION	EMPLOYEE ORIENTATION CLOSENESS OF SUPER- VISION	PROVIDING DIRECT NEED SATISFAC- TION	HUMAN RELATIONS	PRINCIPLE SUPPORT- IVE RELA- TIONSIPS	GROUP MAINTENANCE FUNCTIONS
INTERAC- TION FACILI- TION	GROUP INTERAC- TION FAC- ILITATION BEHAVIOR	SENSITI- VITY		GROUP RELATION- SHIPS		SKILLS	GROUP METHODS OF SUPER- VISION	
GOAL EMPHASIS	OBJECTIVE ATTAIN- MENT BEHAVIOR	PRODUCTION EMPHASIS	PRODUC- TION ORIENTA- TION		STRUCTUR- ING PATH TO GOAL ATTAINMENT MODIFYING EMPLOYEE GOALS	ADMINIS- TRATIVE SKILLS	HIGH PERFOR- MANCE GOALS	GOAL ACHIEVEMENT FUNCTIONS
WORK FACILI- TATION		INITIATING STRUCTURE		DIFFEREN- TIATION OF SUPER- VISORY ROLE CLOSENESS OF SUPERVISION	ENABLING GOAL ACHIEVE- MENT	TECHNICAL SKILLS	TECHNICAL KNOWLEDGE, PLANNING, SCHEDUL- ING	





Differentiation of supervisory role (Katz & Kahn)<sup>3</sup> corresponds in part to initiating structure (Halpin and Winer)<sup>4</sup> or objective attainment behavior (Hemphill and Coons)<sup>5</sup>. Closeness of supervision (Katz and Kahn)<sup>6</sup> relates to maintenance of membership character (Hemphill and Coons)<sup>7</sup> consideration (Halpin and Winer)<sup>8</sup> and employee orientation (Katz and Kahn)<sup>9</sup> but also to initiating structure (Halpin and Winer),<sup>10</sup> objective attainment behavior (Hem-

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<sup>3</sup>D. Katz and R.L. Kahn, "Human Organization and Worker Motivation," in L.R. Tripp (ed.), Industrial Productivity, Madison, Wisc.: Industrial Relations Research Association, 1951, pp. 146-171.

<sup>4</sup>A.W. Halpin and J. Winer, "A Factorial Study of the Leader Behavior Description Questionnaire," in R.M. Stogdill and A.E. Coons, Leader Behavior: Its Description and Measurement, Columbus, Ohio: Bureau of Business Research, The Ohio State University, 1957, pp. 39-51.

<sup>5</sup>J.K. Hemphill and A.E. Coons, "Development of the Leader Behavior Description Questionnaire," in R.M. Stogdill and A.E. Coons, Leader Behavior, op. cit., pp. 6-38.

<sup>6</sup>Katz and Hahn, op. cit.

<sup>7</sup>Hemphill and Coons, op. cit.

<sup>8</sup>Halpin and Winer, op. cit.

<sup>9</sup>Katz and Kahn, op. cit.

<sup>10</sup>Halpin and Winer, op. cit.





phill and Coons)<sup>11</sup> and production orientation (Katz et al.)<sup>12</sup> Group relationships (Katz and Kahn)<sup>13</sup> is to some extent similar to interaction facilitation behavior (Hemphill and Coons)<sup>14</sup> and to social sensitivity (Halpin and Winer).<sup>15</sup>

Direct need satisfaction (Kahn)<sup>16</sup> resembles consideration (Halpin and Winer)<sup>17</sup> and employee-orientation (Katz and Kahn);<sup>18</sup> enabling goal achievement (Kahn)<sup>19</sup> appears to be similar in content to initiating structure (Halpin and Winer)<sup>20</sup> or to objective attainment behavior (Hemphill and

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<sup>11</sup>Hemphill and Coons, op. cit.

<sup>12</sup>D. Katz, N. Maccoby, and N. Morse, Productivity, Supervision, and Morale in an Office Situation, Detroit, Mich.: Darel Press, Inc., 1950: see also, D. Katz, N. Maccoby, G. Gurin, and L.G. Floor, Productivity, Supervision, and Morale Among Railroad Workers, Ann Arbor, Mich.: Survey Research Center, 1951.

<sup>13</sup>Katz and Kahn, op. cit.

<sup>14</sup>Hemphill and Coons, op. cit.

<sup>15</sup>Halpin and Winer, op. cit.

<sup>16</sup>R.L. Kahn, "Human Relations on the Shop Floor," in E.M. Hugh-Jones (ed.), Human Relations and Modern Management, Amsterdam, Holland: North-Holland Publishing Company, 1958, pp. 43-74.

<sup>17</sup>Halpin and Winer, op. cit.

<sup>18</sup>Katz and Kahn, op. cit.

<sup>19</sup>R.L. Kahn, op. cit.

<sup>20</sup>Halpin and Winer, op. cit.



Coons);<sup>21</sup> structuring the path to goal attainment (Kahn)<sup>22</sup> and modifying employee goals (Kahn)<sup>23</sup> are closer to production emphasis (Halpin and Winer)<sup>24</sup>.

Table II indicates how the concepts from the various research programs relate to Seashore's four basic concepts of leadership. It is also quite apparent that these various studies share a common conceptual framework.

It is important that the relationship between supervision and leadership concepts be summarized before going on. Leadership research has focused upon the behavior of formally designated or recognized leaders. This is probably due to the influence of hierarchical organization models in the literature. It has been customary to view leadership either as an attribute of the person who is vested with authority, or as an attribute of his behavior. More recently, however, more attention has been paid to leadership in groups less formally structured as is illustrated by the work of Sherif.<sup>25</sup> In the previous section leadership was conceptualized in terms of four kinds of behavior that

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<sup>21</sup>Hemphill and Coons, op. cit.

<sup>22</sup>R.L. Kahn, op. cit.

<sup>23</sup>Ibid.

<sup>24</sup>Halpin and Winer, op. cit.

<sup>25</sup>M. Sherif, Intergroup Relations and Leadership, New York: John Wiley and Sons, Inc., 1962.



must be present in work groups if they are to be effective. It is important to note that the performance of these functions need not be limited to formally designated leaders. Rather, leadership may be provided by anyone else in that work group. Leadership may be either "supervisory" or "mutual", thus the distinction between leadership and supervision. This is not meant to imply that formally designated leaders are unnecessary. Quite the opposite, the formally acknowledged leader through his supervisory leadership behavior may set the pattern of mutual leadership which the subordinates supply each other. Leadership and supervision then are not, nor are they meant to be, synonymous although they are often referred to as such in the literature.

Prior to this brief review of leadership and supervisory style it was stated that the supervisor in the organization is in a key position to effect the productivity of the work group. Concern was expressed over the ability of the supervisor to extend the scope of his influence over the work group beyond the bounds of the authority vested in his position in the organization. The leadership concept is a necessary input if the extension of influence is ever to be effective. The supervisor's ability to help subordinates overcome the complex problems they are forced to deal with commands the respect of those subordinates; and his willingness to furnish help and do favors





for them commands their allegiance. Once established, these norms of allegiance and respect are enforced by the work group. Compliance within certain bounds becomes a group norm. These values legitimate the informal extension of the supervisor's authority beyond the legally prescribed limits.

Following this, one might expect to conclude that the supervisor who adopts leadership styles of support and close interaction will command more allegiance and respect from subordinates than would the supervisor who is concerned only with production quotas. This has led several authors to hypothesize that the democratic supervisor who is employee-oriented will have more productive work groups than the authoritarian supervisor who is production oriented. The results of some of the research carried out in this area are presented next.

#### LEADERSHIP AND FUNCTIONAL BEHAVIOR

The question to be looked at here is how the style or quality of supervision affects the productivity of those individuals or groups being supervised. The complexity of factors which result in productivity increases and decreases make the actual measurement of productivity changes with regard to leadership practices an extremely difficult task. Besides leadership behavior, other factors of input which could be classified as dynamic determinants of productivity growth include the inputs of capital, innovation, technical pro-





ficiency, and materials. The result of attempts to isolate the supervisory leadership variable is the development of two distinct research methodologies. They are commonly referred to as the experimental and the survey methods.

During the 1950's research studies concentrated or focused on the organizational setting. One group of studies focused primarily on the relationship between different types of supervision and productivity and morale.<sup>26</sup> One of the first of these was carried out by Katz, Maccoby, and Morse.<sup>27</sup> This study examined the environment of high producing and low producing groups of clerical workers. It was observed that supervisors who were "employee-centered" led the high producing group while "production-centered" supervisors led the low producing group. It was also found that employee centered supervisors considered production to be very important. This fact led the authors to conclude that the most effective form of supervision is a synthesis of both employee and production centeredness.

Survey investigations have usually found some clear relationship between the style of leadership used by the

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<sup>26</sup>These are the studies mentioned in footnote 1. The concept of effectiveness used in these studies centered around task performance and worker satisfaction.

<sup>27</sup>Cited in Footnote 1.



supervisor and the productivity of the work group.<sup>28</sup> On the other hand, the assumption of direct causality between leadership style and productivity has not found empirical support.<sup>29</sup> Experimental studies show no consistent superiority of one style of leadership over another in terms of productivity change.

In general, these studies have indicated that leadership practices that permit employee participation, encourage employee autonomy, and provide support in problem solving will help improve organizational effectiveness. These practices are usually associated with democratic leadership, however it is important to recognize that democratic leadership

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<sup>28</sup>See Katz, Maccoby, and Morse, Productivity, Supervision, and Morale in an Office Situation, op. cit.; D. Katz, N. Maccoby, G. Gurin, and L. Floor, Productivity, Supervision, and Morale Among Railroad Workers, op. cit.; M. Argyle, G. Gardner, and F. Cioffi, "The Measurement of Supervisory Methods," Human Relations, 1957, 10, pp. 295-313.; M. Argyle, G. Gardner, and F. Cioffi, "Supervisory Methods Related to Production, Absenteeism, and Labor Turnover," Human Relations, 1958, pp. 23-40.

<sup>29</sup>See, R. Lippett and R. White, "An Experimental Study of Leadership and Group Life," in E. Maccoby, T. Newcomb, and E. Hartley (eds.), Readings in Social Psychology, N.Y.: Holt, Rinehart, and Winston, 1958, pp. 496-510; see also, R.C. Day and R.L. Hamblin, "Some Effects of Close and Punitive Styles of Supervision," American Journal of Sociology, 1964, 49, pp. 499-510; see also, N. Morse and E. Reimer, "The Experimental Change of a Major Organizational Variable," Journal of Abnormal Psychology, 1956, 51, pp. 120-129.



is not the only form of leadership that is effective.<sup>30</sup> The most meaningful conclusion drawn by these researchers is that when evaluating leadership, the importance of the situation must not be overlooked.

#### SITUATIONAL VARIABLES AND LEADERSHIP STYLE

Much theorizing about industrial supervision assumes that there really is one best method of supervision. An alternative assumption is that supervision is an integral part of an organization and supervisory practices are unique with each different organization. Whatever characteristics the organization may have will have a direct bearing on the effectiveness of the various styles of leadership that are available.

One such characteristic, to be termed a situational variable, is the type of technology found in the organization. Burack has hypothesized differences in supervisory behavior according to the dominant technological mode characterizing production --- for example, between (1) companies that produce goods on a unit basis, (2) the large batch and mass production plants, and (3) companies employing continuous-

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<sup>30</sup>It should be noted that often the best supervisory practices do not produce very much greater than the worst with which they are compared. See, Morse and Reimer, op. cit.





process technology.<sup>31</sup>

The importance of traditional man-to-man skills such as supervisory direction become de-emphasized as production proceeds from unit production through mass production to continuous-process production. More functions become relegated to a standby basis and broader managerial functions are largely removed from the supervisory level and directed to more advanced levels of management or to staff support groups. The need for individual supervision on an interpersonal basis becomes less and less. The staff support groups now utilize more sophisticated means for achieving high levels of performance. The supervisor is no longer in the position in which he stood before in terms of affecting the productivity variable.

In conclusion, the suggestion is that there appear to be technological imperatives that dictate variance in behavior at the supervisory level. Where control functions reside in the hands of the worker (small batch production) the need for supervisory direction and interaction with subordinates is present. Where mass production or continuous-process production exist the control functions are relegated to staff support groups. Subordinates perform on a standby basis and the need for supervisory direction of any type with subordinates is relaxed. It can be seen then that technology

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<sup>31</sup>E.H. Burack, "Industrial Management in Advanced Production Systems; Some Theoretical Concepts and Preliminary Findings," Administrative Science Quarterly, 1967, pp. 479-500.





is one situational variable over which the supervisor has little or no control and that it represents a definite constraint on his choice of behavior pattern in the work place.

A second situational variable is the organizational environment within which the supervisor operates. In any mass production manufacturing concern the supervisor each day is likely to be interacting with (1) his superior, (2) his subordinates, (3) heads of other departments to which his department relates, (4) certain staff specialists, and (5) in the union organized plant, with the shop steward. The supervisor's major orientation may follow any of these lines, but each one represents to a greater or lesser degree a constraint on the supervisor.

The supervisor must first be cognizant of the characteristics of the work group over which he supervises. For example, employees in small work groups, characterized by frequent interaction and a great deal of interdependence, may easily develop positive attitudes toward equalitarian leaders. On the other hand, employees in large work groups, with restricted interaction and interdependence, may readily adopt positive attitudes toward authoritarian leadership.

Another very important factor is organizational growth. As individual enterprises grow in size, they centralize and formalize the handling of workers. All hirings, placements, discharges, applications of discipline, and similar functions have been centralized and transferred from the



supervisor's area of control to the "front office". One effect of this has been the stripping of supervisors of much of their significance in the work situation. This transfer of responsibilities represents a further constraint on the supervisor's behavior at work.

In the organized plant, disciplinary policy has to be formulated and carried out with arbitration in mind. Because of the requirement that penalties be assessed under rules in harmony with the principles of the labor agreement, and because there must be some consistency in the assessment of penalties if the penalty is to stand the test of arbitration, disciplinary power has been taken from the supervisor and placed in the hands of staff specialists or higher management representatives.

The process of centralization and formalization represents the dominant organizational constraint imposed on the supervisory function. It is important to note here that unionization has been a strong influence contributing to the centralization process. Management in most cases is all too aware that a decision in one department could be used as a precedent to justify a grievance in another department and therefore, once again for reasons of consistency, management is inclined to limit the supervisor's freedom of action in the work situation.

Thus it can be said that the factors of organizational environment, specifically structure and technology, may re-



present fairly strict constraints on the supervisor's opportunity to freely choose a pattern of leadership behavior that he feels would be appropriate and effective in a given situation.

During the discussion of organizational environment as a situational variable frequent reference was made to the union. The union has become a powerful force in industry, one which may seriously affect the role of the supervisor and one which acts as an additional constraint on the supervisor's choice of a pattern of leadership behavior.

With the introduction of the union comes a new set of logic, rules, and regulations which govern the supervisor's conduct. In addition to coping with his superior, his subordinates, and numerous staff specialists, the supervisor must now deal with the union's shop steward. Unionization means the introduction of organized pressures from the supervisor's subordinates, pressures that usually receive plant-wide attention. What this means for the supervisor's leadership role is poorly understood at the present time.

The union-supervisor relationship itself is not of recent birth but research in this area is. There is a definite need of further research in this area to determine what the effects of the union are, and to determine the supervisor's new role in his day to day functioning with the union. What the union means for the supervisor's daily





routine needs to be discovered in order that effective training and retraining programs can be developed.

### SUMMARY

It has traditionally been assumed that the supervisor is in a key position to promote the productivity goals of the organization to the workers. Research has been carried out to determine what type of relationship exists between the supervisor's style of leadership and the productivity of his subordinates. Although these researches do not specifically refer to the restrictions imposed by certain situational variables, they do conclude that supervision, specifically leadership style, if appropriate to the work situation does have a genuine and important impact within that range over which it actually influences productivity. It appears that there is unanimity in their conclusions that there is no one best method of supervision.

It was severally noted that the supervisor is restricted in his choice of a pattern of leadership behavior, in that the organization's structure and technology represent fairly strict constraints on the supervisor's opportunity to act autonomously in his choice of behavior, and that the presence of the union in the work setting imposed constraints upon the supervisor.

This study is interested in the probability that the union may have a great deal of influence over the par-





ticular styles of leadership the supervisor can adopt.

The impact of the union on the functions and position of the supervisor will therefore be the subject of the next chapter, where the implications of the union's influence over supervisory practices in terms of the functions of the supervisor and of his leadership role will be discussed.



## CHAPTER III

### THE UNION AS A SITUATIONAL VARIABLE

#### INTRODUCTION

Wage earners have many specific purposes in seeking to build up a system of industrial jurisprudence. Slichter states:

"Collective bargaining, as carried on by labor unions, has two principal aspects. In the first place, it is a method of making the price of labor. In the second place, it is a method of introducing civil rights into industry, that is, of requiring that management be conducted by rule rather than by arbitrary decision. In this latter aspect, collective bargaining becomes a method of building up a system of industrial jurisprudence."<sup>1</sup>

Under these specific purposes, however, is the basic desire of the workers for protection against the arbitrary and uncontrolled discretion of management. Labor unions have grown in power and management is now expected to operate within a framework of rules which comprise the system of industrial jurisprudence. The purpose of this chapter is to discuss the degree of union penetration of managerial functions with particular reference to the position of the first-line supervisor. The following questions will be examined: (1) what consequences has the presence of the union had in general for the supervisor? (2) Does the union

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<sup>1</sup>S.H. Slichter, Union Policies and Industrial Management, Washington, D.C.: The Brookings Institution, 1941, p. 1.



represent a serious constraint on the leader behavior of the supervisor?

#### SCOPE OF UNION INFLUENCE

Management logics are designed to promote the success of the enterprise. The management ideal is freedom to make unilateral decisions which will automatically be accepted by the workers. Trade union logics, on the other hand, are concerned with the effects of management policies on the workers and on the union. The union aims at establishing rules of conduct and conditions of employment for all, instead of special terms for individuals, and it establishes these by agreement between management and labor, not unilaterally.

The union necessarily represents a challenge to management's unilateral control. The very existence of the union raises questions regarding the nature, extent, and limitations of management's authority. The primary mechanism by which the union may "share" managerial authority in the corporation is collective bargaining, including both contract negotiations and grievance procedure, supported by the power of the strike.<sup>2</sup>

In early years management was inclined to resist vigorously any surrender of power. The initial management

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<sup>2</sup>N.W. Chamberlain, The Union Challenge to Management Control, New York: Harper and Brothers Publishers, 1948, p. 85.



position in adjusting to unions was to define the union's role as that of watchdog over the provisions in the contract. With this approach it was hoped that management would be able to do a good enough job in abiding by the terms of the agreement that the union stewards would not bother management in its operations.

Over the course of time the watchdog role of the union changed. As management representatives became accustomed to dealing with union officials, resistance to limited union participation in decisions concerning operations diminished somewhat. Thus, the union's participation tended to increase and management, to a small degree, came to recognize that union involvement in discussions can make for more "harmonious" union-management relations. Nonetheless, management remained determined that the union not participate in areas directly connected with production, while the union recognized that what happens in the production process has the most vital effects upon its members and itself. The union was therefore naturally inclined to push for more participation in the production area, though, generally speaking unions have not pushed massively and inexorably into vital policy areas.<sup>3</sup> Slichter et al. conclude from their survey that management discretion is being narrowed by union insistence on extending

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<sup>3</sup>N.W. Chamberlain and J.W. Kuhn, Collective Bargaining, New York: McGraw-Hill Book Company, 1965, p. 92.







its influence into additional areas.<sup>4</sup> However, it appears that there may be limits within which this expansion takes place. Derber and others note that unions indicated little concern with employer decisions affecting price policy, customer relations, general accounting practices, financing, and the like.<sup>5</sup> The parties generally appear to agree on the limited capacity of the union to perform certain kinds of managerial functions and the unions appear willing to leave responsibility with management in these areas.

Recently an empirical study of thirty-seven firms was undertaken to determine the union's influence on "management" in the rule-making-and-applying process.<sup>6</sup> It can be seen from this particular study that the union is indeed influential in those areas which come under the supervisor's jurisdiction, particularly those areas of promotion to non-supervisory position, distribution of overtime, number of employees on a job or machine, transfer of employees within the plant, level of work performance, and assignment of new employees.

Union influence in this sample was focused on items

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<sup>4</sup>S.H. Slichter, J. Healy, and E.R. Livernash, The Impact of Collective Bargaining on Management, Washington, D.C.: The Brookings Institution, 1960.

<sup>5</sup>M. Derber, W.E. Chalmers, and M.T. Edelman, Plant Union-Management Relations: From Practice to Theory, Urbana, Ill.: Institute of Labor and Industrial Relations, University of Illinois, 1965.

<sup>6</sup>Ibid.



related to the size of the job territory, the equitable distribution of job opportunities, and the achievement of equitable conditions of work. The authors arrived at an index of "scope of union influence" by asking establishments to identify from a list of twenty essential activities those which the union had any voice in, either through contract negotiation or grievance procedure. The results are presented in the following table.



TABLE III

## SCOPE OF UNION INFLUENCE

NUMBER OF ESTABLISHMENTS IN WHICH  
UNION HAD VOICE ON ITEM (n=37)

ITEM	1956	1959	NET CHANGE
1. PROMOTION TO NONSUPERVISORY POSITION	31	31	0
2. PROMOTION TO SUPERVISORY POSITION	0	0	0
3. DISTRIBUTION OF OVERTIME	34	36	+2
4. NO. OF EMPLOYEES ON A JOB OR MACHINE	17	18	+1
5. CONTRACTING WORK OUT	4	10	+6
6. SCHEDULING OF OPERATIONS	3	6	+3
7. LAYOUT OF EQUIPMENT	0	0	0
8. PLANT LOCATION OR RELOCATION	0	0	0
9. TRANSFER OF EMPLOYEES WITHIN PLANTS	32	33	+1
10. CUSTOMER RELATIONS	0	0	0
11. JOB CONTENT	25	23	-2
12. LEVEL OF WORK PERFORMANCE	19	21	+2
13. SELECTION OF NEW EMPLOYEES	1	1	1
14. JOB EVALUATION	8	13	+5
15. SOURCE OF MATERIALS USED	0	0	0
16. ASSIGNMENT OF NEW EMPLOYEES	11	12	+1
17. PRODUCT PRICES	0	0	0
18. PHYSICAL EXAMINATION FOR NEW EMPLOYEES	2	3	+1
19. ACCOUNTING PRACTICES	0	0	0
20. NUMBER OF SHIFTS	7	3	-4

SOURCE: ILLR, PLANT UNION-MANAGEMENT RELATIONS (UNIVERSITY OF ILLINOIS, 1965), p. 25.



Most of the items in which the union was found to be frequently involved may be placed in one of two categories. One consists of those where the union is concerned with the allocation of jobs among employees on some basis other than the employer's determination of merit. Layoffs, promotion to nonsupervisory positions, transfer within the plant, the distribution of overtime, and the assignment of new employees fall in this category.<sup>7</sup>

The other group of items reflects the union's concern that unilateral employer decisions might reduce the total amount of work available to its members. This category includes the number of workers on a job or machine, contracting out, job content, the level of work performance, and the number of shifts.<sup>8</sup> Outside of this classification scheme, during the period of the survey there was a considerable increase or extension of interest in job evaluation.

"In contrast, there was virtually no union influence with respect to such areas as promotion to supervisory position (outside of the legal bargaining sphere), layout of equipment (engineering decision), customer relations (generally remote from union contract), source of material used (a concern ordinarily only if a related union is in-

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<sup>7</sup>Ibid., p. 25

<sup>8</sup>Ibid., p. 26





volved in difficulty), and accounting policies (not likely to affect the job territory except where the firm is in financial trouble).<sup>9</sup>

In sum, the growth of unions has completely invalidated the original management assumption that an enterprise can be operated solely on the basis of management's logics and management's ideal of inculcating the workers with the business ethic. Unions have challenged managements concept that a worker can find a satisfactory way of life by accepting the employer's logic, identifying himself with the company, and generally permitting himself to be absorbed into the protestant ethic. Union leaders say that the profitability and efficiency of the enterprise cannot be the worker's primary concern; what is good for the boss is not necessarily best for them.

#### THE UNION'S IMPACT ON SUPERVISORY BEHAVIOR

The union has had a significant impact on the position of the supervisor. Before unions, in many companies, the supervisor was almost an autonomous manager of his shop. He hired anybody he pleased, and he fired anybody he pleased with equal freedom. He was also responsible in most cases for promotions, adjustments of wages, and disciplinary actions. Some companies are genuinely concerned about the

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<sup>9</sup>Ibid., p. 24.



union's usurpation of management authority through the manipulation of supervisors. Unions have grown powerful enough to successfully contest a supervisor's authority in the shop. "If he exercises the power of his position, he may confront a walkout or a threat of walkout, noncooperation, or slowdown. The result in some cases has been downright intimidation of supervisors and the usurpation of authority by shop stewards."<sup>10</sup>

Management officials have tended to regard this situation as a breakdown of the organizational structure. Although the supervisor holds the key to proper administration of the labor agreement he may often be unfamiliar with his responsibility for protecting management rights. He may also be unaware of the consequences of his actions. If the supervisor in his day to day routine is permitted to administer the contract in a poor fashion it is possible for him to give away the management rights fought so hard for during contract negotiations.<sup>11</sup>

The initial thrust on the part of the union was to seek to limit the supervisor's freedom of discharge. Faced with a flood of grievances, management could no longer afford to leave the matter in the hands of the supervisor.

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<sup>10</sup>N.W. Chamberlain, op. cit., p. 84.

<sup>11</sup>There is a great need for improvement of supervisory training in labor relations, specifically contract administration.



Management immediately recognized that a supervisor's decision in one department could be used by the union as a precedent to justify a grievance in another department and that all grievances have at least plant-wide impact. Thus, largely as a means of protecting itself against the union, management began to centralize the functions of discipline, promotion, and salary administration in the "personnel department." Even non-union companies adopted this policy partly in an effort to eliminate possible causes of unionism.<sup>12</sup> One effect of all this was to strip the supervisors of much of their significance in the industrial setting. The loss of prestige and authority was severe. What little authority the supervisor had left was now restricted by specific rules and regulations governing the employee-employer relationship. Strauss says that the supervisor's fall from power was almost complete.<sup>13</sup>

Management further aggravates the problem by bypassing their supervisors in handling grievances with the union, and by failing to keep supervisors informed about the progress of union-management negotiations. Often too, the supervisor is not consulted when policy changes are under

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<sup>12</sup>It should be noted that as companies grew in size they centralized their handling of workers partly due to union pressure in grievance procedure, but also partly as a matter of convenience and expediency.

<sup>13</sup>G. Strauss and L.R. Sayles, Personnel: The Human Problems of Management, Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1960, p. 349.





consideration, and in some cases he might not even be given advance notice about new policies arising out of collective bargaining agreements. The result has been the loss of the supervisors prestige and authority which has tended to blur many of the traditional differences between supervisors and workers (ie leader-follower) and has created serious doubts as to the supervisor's actual position in the organization structure. Despite the provisions of the Taft-Hartley Act, which makes the supervisor legally a part of management, the issue has not been settled in some people's minds.<sup>14</sup>

A key question arises over the new position of the first-line supervisor. What many firms are experiencing is a totally new concept of first-line supervision. The union has had the effect of extending and revitalizing the supervisor's leadership position in that the supervisor is becoming an increasingly responsible individual in the areas of contract administration and union-management relations. Although today increased staff services and union developments have in some respects narrowed the supervisor's authority, his job of leading, involving his relationships with workers, is bigger and more important than ever.<sup>15</sup>

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<sup>14</sup>The Taft-Hartley Act withdrew the foremens' protection of rights to organize and bargain collectively. However, some managements still fear a shifting of the foreman's loyalty from the company to the union because of his loss of prestige and authority in management. Under these circumstances discipline may not be adequately enforced in the shop, the agreement will be read by the supervisor in favor of the employees, and his function as management representative in the first stage of grievance procedure will become meaningless.

<sup>15</sup>C.E. Thompson, Personnel Management for Supervisors, New York: Prentice-Hall, Inc., 1948, p. 48.





Many companies when first confronted with strong unions, created labor relations staff and gave to them considerable authority and responsibility, either formally or informally, and to a corresponding degree removed labor relations decision-making from the supervisory ranks. Authority and responsibility were shifted upward within the organization in order to obtain consistency in action. This kind of organizational change was then an initial response to strong or militant unions.

As time has passed, union-management relations have improved, particularly with respect to the administration of the labor contract. Organizational hostilities have declined as contract clauses have become more permanent and considerable accommodation between union and management has resulted.<sup>16</sup> With the stabilization of contract administration it has become possible for management to move away from the concentration of authority and responsibility in the labor relations staff and to consider more decentralization in administration and more line responsibility.<sup>17</sup> The supervisor must have more authority and responsibility in his day-to-day relations with his men. As one arbitrator puts it, "An industrial plant is not a debating society - someone must have the authority to direct the manner in which production is to go - that authority is invested in the supervisor. It must be vested there because the responsibility for production is also vested there; and re-

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<sup>16</sup>Slichter et al., op. cit., p. 886.

<sup>17</sup>Ibid., p. 887.



sponsibility must be accompanied by authority."<sup>18</sup> Some companies are beginning to realize the benefit than can accrue from the supervisor's strenthened leadership position and have carried through programs for strengthening the position of supervisor, some with considerable success.<sup>19</sup>

A strong case can be made for giving supervisors increased decision-making authority. Supervisors normally train employees. They make decisions on employee transfers within their departments. They may or may not make decisions concerning hiring, layoff, and promotion. If they do not make decisions with respect to hiring, layoff, and promotion their judgment on the relative abilities of employees is normally accepted. And, their judgment is important in setting production standards. One company studied by S.H. Slichter has a four page printed statement of the foreman's responsibility.<sup>20</sup> This covers seven major divisions of responsibility, of which personnel and labor relations were various responsibilities covering manpower analysis, requisitioning employees, accepting or rejecting employees, induction, training, assigned work, applying the labor agreement, improving job performance, promotion, demotion, pre-

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<sup>18</sup>Jacob Courshon, as quoted in Stanley Young, "The Question of Managerial Prerogatives," ILRR, 15, 1961-62, p. 245.

<sup>19</sup>See Slichter, et. al., op. cit., p. 892 and p. 914.

<sup>20</sup>Ibid., p. 904.



venting grievances, handling grievances, counselling with employees, warning and disciplining employees, assisting in layoff, control of time worked, safety and health, informing and assisting employees in various ways, and consulting with other line personnel and staff. In each of these, the supervisor has an important role to play.

Having a strong supervisor group is an essential part of a good labor relations program. Where companies have, in fact, strengthened the supervisory position, it has meant creating a labor relations environment that gives supervisors an opportunity to perform more efficiently. In some cases this has even led to substantial increases in the overall productivity of the shop. Harbison shows that productivity gains emerging from the maintenance of a strong labor relations oriented supervisor group can be substantial.<sup>21</sup> In one particular case of low-level union-management co-operation productivity over a period of time was increased by approximately 62 per cent.

It is suggested from this brief review that the union, responsible for the development of "labor relations", has provided the supervisor the opportunity to revitalize his leadership role in the plant. As Strauss says, it is in-

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<sup>21</sup>F.H. Harbison and J.R. Coleman, "Union-Management Cooperation," cited in E.W. Bakke, C. Kerr, and C.W. Anrod, Unions, Management, and the Public, New York: Harcourt, Brace & World, Inc., 1967, p. 372.





creasingly important for the supervisor to be a leader rather than a technician, an expert on men rather than an expert on machines.<sup>22</sup> This study will now focus on the supervisor's position in one most important area of labor relations; participation in grievance procedure.

#### THE GRIEVANCE PROCEDURE

Is there a definite relationship between supervisors and employee grievances? Generally the supervisor is the man to whom the employees go. It is his daily behavior or leadership style that creates some sort of reaction pattern from employees. It would seem then that the supervisor's relations with his men would determine to a great degree the number and seriousness of grievances. Some studies have shown that in many instances what the workers want most is a good supervisor.<sup>23</sup> To some at least, supervisory leadership is an extremely valuable contributing factor in the union-management accommodation process. Besides exerting some influence on the number and seriousness of grievances, supervisor's are in an excellent position to settle the grievances that arise. First-line supervisors exercise strategic control in the matter of the administration of the labor agree-

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<sup>22</sup>G. Strauss and L.R. Sayles, Personnel: The Human Problems of Management, Englewood Cliffs, N.J.: Prentice-Hall, 1960, p. 352.

<sup>23</sup>C.E. Thompson, op. cit., pp. 46-50.





ment.

The explicit purpose of the grievance procedure is to interpret the provisions of the labor agreement and to apply the contract to the everyday relations between the union and the management. S.H. Slichter states that much of labor relations administration can be put in terms of two simply stated procedural objectives: (1) Preventing grievances, and (2) resolving routine grievances at the first step of the grievance machinery.<sup>24</sup> The success of these objectives goes to the heart of the supervisor's ability to lead.

Language governing the first step in the grievance procedure frequently requires that employees discuss grievances with their supervisor before going to any union official higher than the shop steward. More specifically, "Any differences arising from the company and the union or its members shall be settled in the following manner: First, Between (a) the aggrieved member of the union and his steward and (b) the foreman of the department involved. Second, Between (a) the aggrieved member's steward and the chief steward of the department and (b) the foreman and the superintendent of the department. In the event that an agreement cannot be reached, the chief steward may contact the plant

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<sup>24</sup>S. H. Slichter, op. cit., p. 912.



committeemen who will endeavor to effect a settlement..."<sup>25</sup> Slichter found that positions taken at the first step are likely to hold through all steps.<sup>26</sup> Getting the right answers the first time and giving the supervisor's the opportunity to get action in response to their own requests in the absence of formal grievances creates a basic situation in which the supervisor becomes very important. The supervisor then occupies a position of leadership which is not restricted by the scope of his formal authority.

In one study specifically relating patterns of leadership behavior to employee grievances the authors show that there is a significant relationship between the leader behavior of supervisors and the prevention of grievances in their work groups.<sup>27</sup> This study focused on two specific

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<sup>25</sup> Adapted from "Management Almanac," National Industrial Conference Board, N.Y., P. 126, 1945, cited in W.E. Parker and R.W. Kleemeier, Human Relations in Supervision, N.Y.: McGraw-Hill Book Company, Inc., 1951, p. 350.

<sup>26</sup> S.H. Slichter, op. cit., p. 914.

<sup>27</sup> E.A. Fleishman and E.F. Harris, "Patterns of Leadership Behavior Related to Employee Grievance and Turnover," *Personnel Psychology*, 15, 1962, pp. 43-56.



leadership patterns.<sup>28</sup> They are:

Consideration which includes behavior indicating mutual trust, respect, and a certain warmth and rapport between the supervisor and his group. This dimension appears to emphasize a sincere concern for group member's needs and includes such behavior as allowing subordinates more participation in decision making and encouraging more two-way communication,<sup>29</sup> and,

Structure which includes behavior in which the supervisor organizes and defines group activities and his relation to the group. Thus, he defines the role he expects each member to assume, assigns tasks, plans ahead, establishes ways of getting things done, and pushes production. This dimension seems to emphasize overt attempts to achieve organizational goals.<sup>30</sup>

The reader should note the conceptual similarity of this study with those studies presented in Table II, "Correspondence of Leadership Concepts," in Chapter Two.

Figure 1 plots the average employee grievance rates for departments under supervisors scoring at different levels of Consideration. For most of the range increased Consideration goes with reduced grievance rates but above a certain level increased Consideration is not related to further de-

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<sup>28</sup>For further reference to these leadership patterns see E.A. Fleishman, "leadership Climate, Human Relations Training and Supervisory Behavior," Personnel Psychology, 1953, pp. 205-222; E.A. Fleishman, "The Description of Supervisory Behavior," Journal of Applied Psychology, XXXVII, 1953, pp. 1-6; E.A. Fleishman, "The Measurement of Leadership Attitudes in Industry," Journal of Applied Psychology, XXXVII, 1953, pp. 153-158; E.F. Harris and E.A. Fleishman, "Human Relations Training and the Stability of Leadership Patterns," Journal of Applied Psychology, XXXIX, 1955, pp. 20-25.

<sup>29</sup>Fleishman and Harris, "Patterns of Leadership Behavior Related to Employee Grievance and Turnover," op. cit., p. 43.

<sup>30</sup>Ibid., pp. 43-44.





creases in grievances.

FIGURE 1: RELATION BETWEEN CONSIDERATION & GRIEVANCE RATES

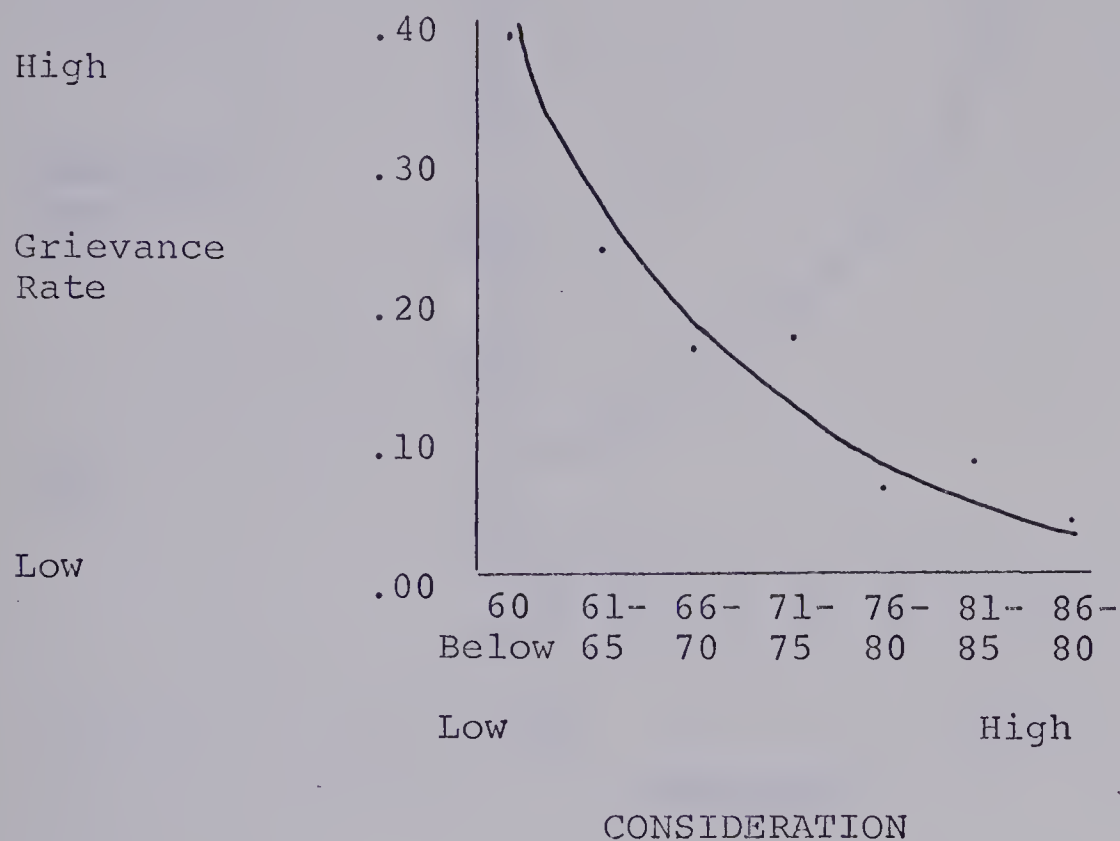
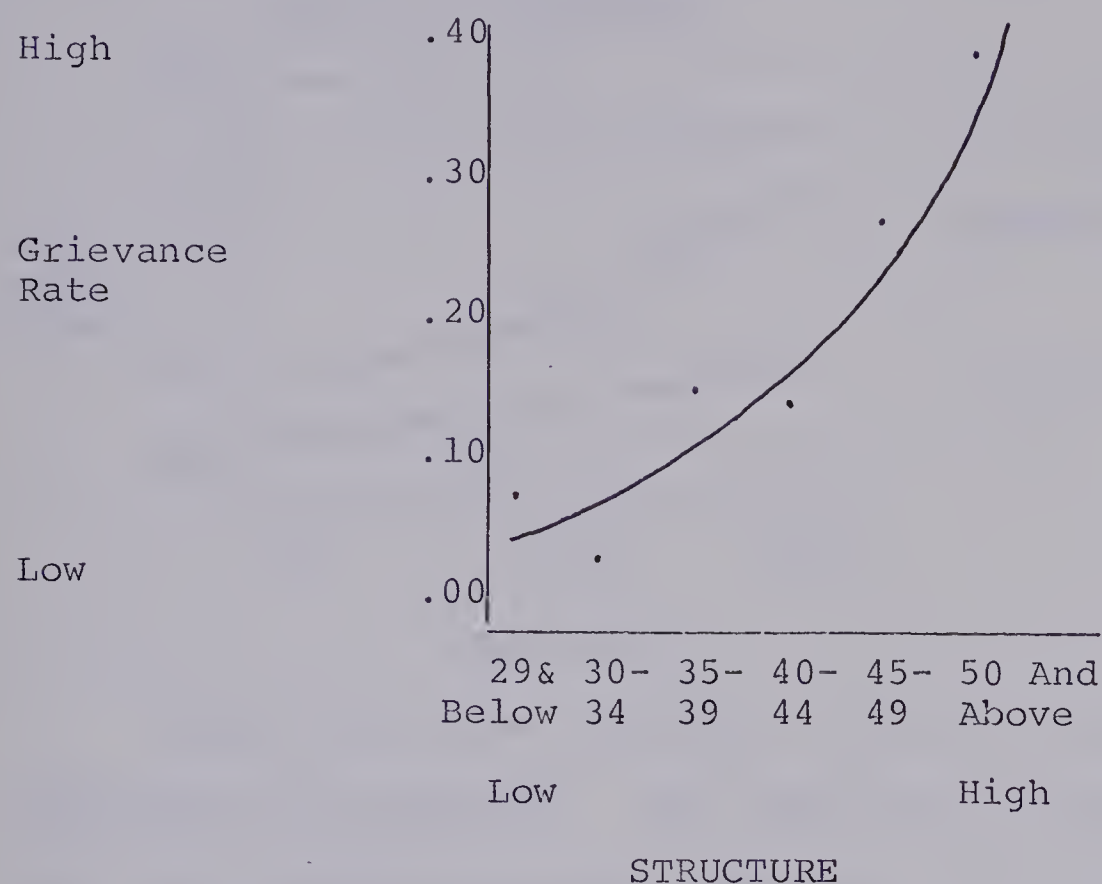


Figure 2 plots grievances against the supervisor's Structure scores. Below a certain level structure is unrelated to grievances, but above this level increased Structure goes with increased grievances.





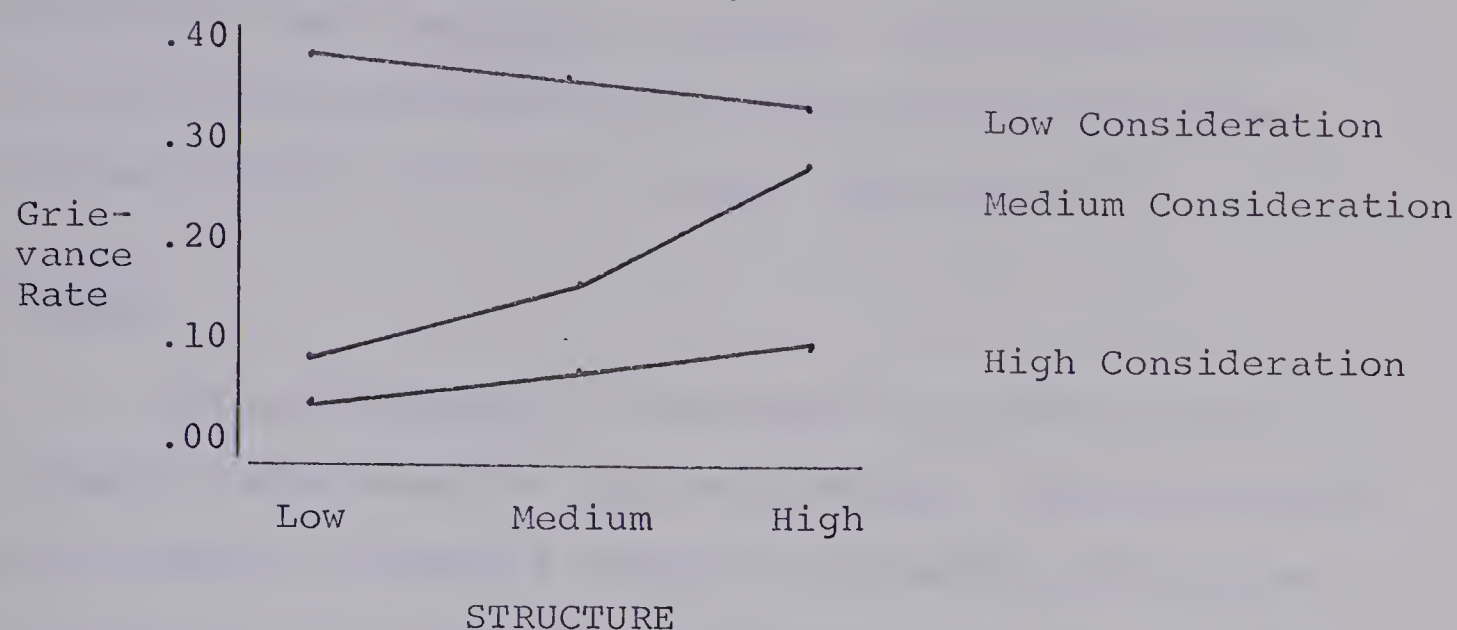
FIGURE 2: RELATION BETWEEN STRUCTURE AND GRIEVANCE RATES



It becomes clear that extremely low Consideration and extremely high Structure are most related to high grievances. The final question to be answered is how do different combinations of Consideration and Structure relate to grievances. Figure 3 plots the relation between Structure (low, medium, high) and grievances for groups of supervisors who were either low, medium, or high on Consideration.



FIGURE 3: COMBINATIONS OF CONSIDERATION AND STRUCTURE RELATED TO GRIEVANCES.



These data show a definite interaction between Consideration and Structure. One significant observation is that high Consideration can compensate for high Structure but low Structure will not offset low Consideration.

This study indicates a significant relationship between the leader behavior of supervisors and the incidence of formal grievances. The study also appears to support the contention that the leader behavior of supervisors is indeed of prime importance in attaining the first of Slichter's procedural objectives in labor relations administration, that of preventing complaints from becoming formal grievances.

The leader behavior of supervisors in settling grievances is of a little less importance than it is in preventing formal grievances from occurring in the first place. The reason for this is the procedural problems sometimes encountered by the supervisor. If supervisors are responsive to



minor suggestions and complaints formal grievances would occur much less frequently. However, the problem arises in that formal grievances quite frequently get far more serious attention than do informal complaints.<sup>31</sup>

### SUMMARY

The introduction of the union has proved to be a traumatic experience for many managements. Where the union is striving to achieve a powerful bargaining position in the plant, it may dramatize every mistake made by management. In fact, both organizations may try to capitalize on the mistakes of the other. Initially management was inclined to resist vigorously any surrender of power. Gradually, however, as management representatives become accustomed to dealing with union officials, resistance to limited union participation diminished somewhat.

While some areas of collective bargaining remain the subject of heated debate during negotiation and grievance settlement, both organizations generally appear to agree on the limited capacity of the union to perform certain kinds of managerial functions and the unions appear willing to leave responsibility with management in these areas.<sup>32</sup>

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<sup>31</sup>S.H. Slichter, op. cit., p. 913.

<sup>32</sup>These areas might include layout of equipment, plant location, customer relations, source of materials used, product prices, and accounting practices.



Even though the unions appear willing to recognize certain management prerogatives (and have expressed little or no desire to extend participation in these areas), they have had an impact on the position of the first-line supervisor. Many companies when first confronted with strong unions created labor relations staff and gave to them full responsibility for dealing with the union. Thus, authority and responsibility for labor relations was removed from the supervisory ranks and was shifted upward in the organization. Some managements remain uneasy about giving the supervisor any responsibility or authority in dealing with union officials. The result of a situation like this has been the loss of the supervisor's prestige and the blurring of many of the traditional differences between the supervisor and his subordinates.

There is another point of view however. Some managements believe that despite the fact that union developments may narrow the supervisor's authority, it is possible to consider more line responsibility. They realize the benefit that can accrue from strong supervisory leadership and have carried out programs for strengthening the supervisor's leadership role. Under these conditions the accomplishment of effective leadership becomes possible for the supervisor.

The trade union has become a major situational variable in the organization. The fact that the union has increased





or decreased the importance of the supervisory leadership role is important, but more important is that the union is influential in the manner in which the supervisor leads his subordinates.



## CHAPTER IV

### FINDINGS OF THE STUDY

#### INTRODUCTION

In order to achieve the objectives of the thesis as stated in Chapter I a sample of establishments operating in the Edmonton area was drawn, and a questionnaire was used to collect the data. The findings presented in this chapter are based on the data from this sample.

This chapter examines (1) the questionnaire and the technique used in applying it to the sample, (2) the general characteristics of the sample used, and (3) the findings of the survey in terms of the objectives of the thesis.

#### THE QUESTIONNAIRE

The questionnaire was designed to correspond with the objectives of the thesis. A modified replication of an earlier study conducted in a single Illinois community in 1959 contributed to the achievement of four of the objectives that the thesis sets out to achieve.<sup>1</sup> The remainder of the questionnaire examining the impact of the union's influence on supervisory leadership style was developed specifically for the purposes of the thesis. A

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<sup>1</sup>M. Derber, et al. Plant Union-Management Relations: From Practice to Theory. op. cit..



more detailed presentation of the questionnaire follows.<sup>2</sup>

Part I of the questionnaire gathers background information on the establishments being surveyed. This section yields information concerning (1) the name of the company, (2) the major products or services of the company, (3) the number of years the company has been in operation, (4) the technological mode of production, (5) the number of employees in the company, (6) the number of employees in the main bargaining unit, (7) the name of the union, and (8) the number of years the union has been represented in the company.

Part II of the questionnaire yields an index of scope of union influence by asking respondents to identify from a list of sixteen essential activities those which the union had any voice in either through contract negotiation or grievance procedure. This section also indicates depth of union influence on all sixteen items. By asking respondents to position management, the supervisor, and the union on each scale an indication of relative degrees of influence was also obtained.

Part III of the questionnaire was directed at determining the degree to which the union restrains the supervisor's decision-making authority. Allowing for

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<sup>2</sup>For questionnaire used in the study see Appendix A.





those items that are usually considered the responsibility of top management, the response to the remaining items was indicative of union success in limiting supervisory authority.<sup>3</sup>

Finally, Part IV is directed at determining the impact of the union's influence on the supervisor's leadership style.

The sample to which the questionnaire was applied was drawn from the membership rosters of the Personnel Association of Edmonton and the Canadian Manufacturers' Association. The initial sample was comprised of thirty-five establishments operating out of Edmonton. The remaining two operate out of Hinton and Fort Saskatchewan, both in Alberta.

After the questionnaire was pretested by three respondents each of the personnel directors involved in the sample was sent a questionnaire with covering letter. In those cases where the company did not employ a personnel director the questionnaire was directed to the top management representative of the company.

Each recipient was then personally contacted at which time the study and the questionnaire were discussed. Of the thirty-seven establishments in the sample, twenty-five indicated some interest in the nature of the

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<sup>3</sup>Of the sixteen items tested three were considered to be outside the supervisor's jurisdiction.



study and in completing and returning the questionnaire. Of these twenty-five, eighteen responded by the time set. This represents a forty-nine per cent response rate.

As the respondents returned the questionnaires the raw data was deciphered and recorded on cards for use on the IBM 360/67 computer. The recently developed SPSS System was utilized in the analysis of the data.<sup>4</sup> The Statistical Package for the Social Sciences (SPSS) is an integrated system of computer programs for the description and statistical analysis of social science data. Because of problems experienced in coding the responses to Part IV of the questionnaire it was impractical to use the SPSS System in the analysis of this section.

#### SAMPLE CHARACTERISTICS

The majority of the sample is comprised of manufacturing companies. The two exceptions are more representative of the service industry. They are departments of the provincial and federal governments. Table IV below shows the variety of products and services provided by the companies studied.

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<sup>4</sup>N.H. Nie and D.H. Bent with C.H. Hull, Statistical Package for the Social Sciences, (Provisional Users Manual).



TABLE IV  
MAJOR PRODUCTS AND SERVICES

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1.	Caterpillar Products - Repair and Maintenance
2.	Lumber Products - Manufacturer
3.	Structural Steel Fabrication
4.	Electrical Energy - Production and Distribution
5.	Kraft Pulp
6.	Soil Pipe and Fittings
7.	Receipt, Processing and Delivering of Mail
8.	Meat Products - Beef and Hog
9.	Oilfield Production Equipment
10.	Transit Mix Concrete
11.	Steel Pipe - Oil and Gas
12.	Cement
13.	Aircraft Component Manufacturer
14.	Natural Gas - Production and Distribution
15.	Crude Oil Transportation
16.	Nickel and Cobalt Processing
17.	Telecommunications

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In terms of size, the establishments in the sample vary from those employing under fifty people to those employing well over five hundred people. Table V shows, however, that the concentration of cases occurs in the over five hundred range.

TABLE V  
FREQUENCY DISTRIBUTION OF ESTABLISHMENTS BY SIZE

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Number of Employees	Number of Establishment (n=18)
Under 50	1
101 - 250	5
251 - 500	4
Over 500	<u>8</u>
	18

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For number of years in operation the distribution of establishments is skewed very slightly to the left.

TABLE VI  
FREQUENCY DISTRIBUTION OF ESTABLISHMENTS  
BY YEARS IN OPERATION

Years in Operation	Number of Establishments (n=18)
Under 10	1
11 - 20	6
21 - 30	3
31 - 40	1
Over 40	<u>7</u>
	18

Table VII shows the frequency distribution by size of local bargaining unit.

TABLE VII  
FREQUENCY DISTRIBUTION OF ESTABLISHMENTS BY  
NUMBER OF EMPLOYEES IN MAIN BARGAINING UNIT

Number of Employees in Unit	Number of Establishments (n=18)
Under 50	2
51 - 100	3
101 - 250	4
251 - 500	3
Over 500	<u>6</u>
	18





Finally, seventy-seven per cent of the companies surveyed had recognized the union for purposes of collective bargaining during the last two decades. For the remainder of the sample the union had been represented for over twenty-one and under forty years.

## FINDINGS OF THE STUDY

### Scope of Union Influence

An index of scope was attained by asking respondents to identify from a list of sixteen activities those in which the union had any voice either through contract negotiations or grievance settlement. While a certain number of these activities were known to be subject to joint determination, others were believed to be in the range of controversy.

As Table VIII indicates, union influence was most prevalent in six areas.<sup>5</sup> They are the following:

1. Promotion to nonsupervisory position;
2. Discharge;
3. Distribution of overtime;
4. Job Content;
5. Level of work performance;
6. Job evaluation.

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<sup>5</sup>It should be noted that scope of union influence has nothing to do with degree or depth of influence. It only indicates that the union has some voice in a particular area.



TABLE VIII  
SCOPE OF UNION INFLUENCE (B).

ITEM	NUMBER OF ESTABLISHMENTS IN WHICH UNION HAD VOICE ON ITEM (n=18)
1. Promotion to Non Supervisory Position	11
2. Promotion to Supervisory Position	5
3. Demotion	7
4. Selection of New Employees	5
5. Discharge	11
6. Distribution of Overtime	14
7. Number of Employees on a Job or a Machine	9
8. Contracting Work Out	4
9. Scheduling of Operations	4
10. Layout of Equipment	0
11. Transfer of Employees within Plants	10
12. Job Content	14
13. Level of Work Performance	12
14. Job Evaluation	11
15. Assignment of New Employee	5
16. Control of Production Standards	6

In contrast, there was very little influence with respect to such areas as promotion to supervisory position, selection of new employees, contracting work out, scheduling of operations, layout of equipment, assignment of new employees and control of production standards.

Table IX presents a frequency distribution of the number of scope items per establishment. The establishments were distributed fairly normally, that is a small number with relatively low scores, a small number with relatively high scores, and the bulk of cases in between. A middle range which might be called typical cases of the



sample was computed by including those whose scores were within one standard deviation of the sample mean.<sup>6</sup> There were twelve "typical" cases with three above and three below.

TABLE IX  
FREQUENCY DISTRIBUTION OF ESTABLISHMENTS  
BY SCOPE OF UNION INFLUENCE\*

SCORE	NUMBER OF ESTABLISHMENTS (n=18)
1 - 2	1
3 - 4	2
5 - 6	2
7 - 8	10
9 - 10	1
10 - 11	<u>2</u>
	18

\* For example, in one company the union was influential on 1-2 of the sixteen items tested. In ten companies the union was influential on 7-8 of the sixteen items tested.

#### Depth of Union Influence

The variable referred to as depth of union participation and influence was attained or quantified by asking all respondents to indicate the degree of union influence

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<sup>6</sup>There is a mean of 7.055 and a standard deviation of 2.650.





experienced in their respective establishments by placing an x on a scale that ranged from "NO INFLUENCE" to "HIGH INFLUENCE".<sup>7</sup> There was a scale for each of the sixteen items shown in Table VIII. The findings for these items for the sample as a whole are summarized in Table X.<sup>8</sup> Also shown in Table X are the levels of supervisory and management influence for each of the sixteen items. This depicts the relative degrees of influence. It was found that there is a strong concentration of cases in the lower part of the range. There were, however, several individual cases that indicated extremely high union influence on certain items, particularly 'promotion to non-supervisory position', 'discharge', and 'distribution of overtime'. As a whole it was found that the number of cases reflecting little depth of union influence (142) was significantly greater than the number of cases reflecting considerable depth (8).<sup>9</sup>

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<sup>7</sup>The scale scores ranged from 0 for "NO INFLUENCE" to 9 for "HIGH INFLUENCE".

<sup>8</sup>See Appendix for Union, supervisor and management distributions on each item.

<sup>9</sup>There were 142 cases of union scale score 0 and 8 cases of union scale score 9.



TABLE X  
DEPTH OF UNION INFLUENCE\*

ITEM	NO INFLUENCE	SCALE	HIGH INFLUENCE
1. Promotion to nonsupervisory position		(3.667) (4.056) (6.111)	UM S
2. Promotion to Supervisory Position		(.389) (2.944) (8.167)	U S M
3. Demotions		(1.333) (6.000) (6.611)	U SM
4. Selection of New Employees		(.611) (5.111) (6.444)	U M S
5. Discharge		(2.167) (6.389) (7.222)	U M S
6. Distribution of Overtime		(3.167) (7.278)	MU S
7. Number of Employees on a Job or Machine		(1.111) (5.833) (6.444)	U M S
8. Contracting Work Out		(.889) (2.500) (8.333)	U S M
9. Scheduling of Operations		(.6111) (6.000) (7.333)	U S M
10. Layout of Equipment		(0) (5.167) (8.000)	U S M
11. Transfer of Employees Within Plants		(2.111) (5.333) (6.389)	U S M
12. Job Content		(2.278) (5.167) (7.556)	U S M
13. Level of Work Performance		(1.444) (6.444) (6.778)	U M S
14. Job Evaluation		(1.611) (4.333) (7.056)	U S M
15. Assignment of New Employees		(1.000) (4.278) (6.056)	U M S
16. Control of Production Standard		(.500) (5.167) (8.167)	U S M

\*All values placed on the scales represent the arithmetic mean for the union, supervisor and management variables.

e.g.      U      S      M

Individual frequency distributions for each of these variables are presented in the Appendix.



### The Impact of the Union on Supervisory Decision-Making

This section of the study also utilizes the sixteen items or activities shown in Table VII and Table IX. It was originally intended that this analysis show the degree to which the formal labor contract and the administration of the contract affects the decision-making function of the supervisor for each of the sixteen items. However, evaluation of Part II of the questionnaire points out that the supervisor does not have decision-making authority in all sixteen areas. Those areas not applicable to this analysis have therefore been deleted.<sup>10</sup>

Table X shows the degree to which the administration of the labor contract affects the decision-making function of the first-line supervisor. It was found, with the exception of three areas, that the supervisor experienced little or no constraint on his decision-making authority as a direct consequence of union representation. There were three distinct areas in which the supervisor was forced to be extremely cautious in administering the contract. Those three areas include (1) promotion to non-supervisory position, (2) discharge, and (3) distribution of overtime.<sup>11</sup>

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<sup>10</sup>These areas include promotion to supervisory position, contracting work out, and job evaluation.

<sup>11</sup>See Appendix for distributions on each item.





TABLE XI

## UNION INFLUENCE AND SUPERVISORY DECISION MAKING\*

ITEM	SCALE SCORE <sup>+</sup>	
	(4.278)	
1. Promotion to nonsupervisory Position	0 <u>x</u> 9	
	(3.111)	
2. Demotions	0 <u>x</u> 9	
	(1.000)	
3. Selection of New Employees	0 <u>x</u> 9	
	(3.667)	
4. Discharge	0 <u>x</u> 9	
	(4.556)	
5. Distribution of Overtime	0 <u>x</u> 9	
	(0.722)	
6. Number of Employees on a Job or Machine	0 <u>x</u> 9	
	(0.778)	
7. Scheduling of Operations	0 <u>x</u> 9	
	(0.389)	
8. Layout of Equipment	0 <u>x</u> 9	
	(1.944)	
9. Transfer of Employees Within Plants	0 <u>x</u> 9	
	(2.000)	
10. Job Content	0 <u>x</u> 9	
	(1.056)	
11. Level of Work Performance	0 <u>x</u> 9	
	(1.278)	
12. Assignment of New Employees	0 <u>x</u> 9	
	(0.722)	
13. Control of Production Standards	0 <u>x</u> 9	

\* All values placed on the scales represent the arithmetic mean for the total population of the sample. Individual frequency distributions are shown in the Appendix.

+ Scale score ranges from 0 to 9. A score of 0 represents no union impact on supervisor decision-making function. A score of 9 means the supervisor has been significantly affected.





## THE UNION, SUPERVISION AND LEADERSHIP

This section of the survey was directed at determining the degree to which the presence of the union restrains the leadership function of the first-line supervisor and the nature and extent of supervisory participation in labor contract administration. The research design permitted the author to obtain data only on the attitudes and impressions of the top management in each of the establishments studied.

### Contract Administration

In each case the respondent was asked to identify the first-line supervisor's responsibilities in connection with grievance procedure. The data indicate that in all cases the supervisor had full responsibility for dealing with step one of the grievance procedure. In only one case was a supervisor involved in Step Two.

A typical reply to the question of supervisory responsibility in the grievance procedure comes from case no. 13. "He (the supervisor) initially receives the grievance. He then investigates, determines the legitimacy of the complaint and renders a decision. If the contract is silent or ambiguous, he rules in favor of Management." All but one of the responses indicated that the supervisor was very active in the prevention and resolution of grievances. The data also show that in all cases the first-line supervisors were either successful



or fairly successful. There were no reports of unsuccessful administration. A majority of the sample stated that the low incidence of formal grievances they experienced was due to the supervisor's successful leadership in the plant.

### Leadership

One of the main objectives of this survey was to gather data that would either support or refute the hypothesis that the union has become a situational variable that represents a constraint on the supervisor's choice of a leadership behavior pattern. The respondents were asked to identify the leadership patterns of the first-line supervisors in each case. Two basic patterns, employee orientation and production orientation, were used in the questionnaire. Production orientation was the predominant pattern in 22.2 per cent of the cases. The other 77.8 per cent indicated that some combination of the two patterns was employed.<sup>12</sup> There were no cases reported of a high degree of employee orientation.

On the crucial question of whether the union had any influence over the supervisor's choice of leadership behavior pattern 55.6 per cent responded "yes" while the remaining 44.4 per cent responded "no". However, 37.5

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<sup>12</sup> A fair number of those indicating a combination of both patterns also indicated some leaning toward either employee orientation or production orientation.



per cent of the "no" respondents indicated later in the questionnaire that the union did have some influence in the area of supervisory leadership.

The answers to the question of union influence over supervisory leadership were extremely varied. To try to classify the responses would be misleading. Instead, the following excerpts or complete statements from eight cases represented in the sample are presented.

Case No. 1

"The possibility of grievances as well as normal human relations concerns prompts a more considered style of supervision."

Case No. 2

"Because supervisory decisions are open to challenge and possible reversal, supervisors must necessarily consider the human factor in their decisions and their general approach to their employees."

Case No. 7

"The situation simply boils down to the fact of concentrating on production in the department."

Case No. 8

"Because of the union's existence and influence in the plant, the supervisor is forced to become production oriented. The human approach is severely reduced."

Case No. 13

"The union is mainly concerned with the treatment of individuals, singly or collectively. The union will certainly attempt to influence the supervisor towards the employee's wishes."





## Case No. 14

"The supervisor must hold back on subjective decisions and follow the rules of the contract. He can become a contract follower rather than a decision maker."

## Case No. 16

"It is believed that the existence of the union has required the first-line supervisor to become more responsive to the employee's needs."

## Case No. 18

"Because the threat of formal grievance procedure lies behind every decision made by the supervisor, he may come to prefer to give up his decision making function and refer all decisions and complaints to his superiors."

Examination of these excerpts supports the conclusion that the supervisor has two courses of action open to him. When faced with dealing with the union he can either opt out and refer all decisions and complaints to his superiors and staff specialists or he can make an honest attempt at administering the contract and resolving grievances. The above excerpts also indicate that the union does in some cases influence the supervisor in his choice of a leadership behavior pattern.

CONCLUSIONS

The survey undertaken and presented in this chapter was directed toward achieving some indication of the effect that the union-management accomodation process has had on the role of the supervisor.



The second section of the questionnaire used in the study was concerned with the scope and depth of union influence. Concerning scope of union influence, Table IV shows that union influence was most prevalent in (1) promotion to nonsupervisory position, (2) discharge, (3) distribution of overtime, (4) job content, (5) level of work performance, and (6) job evaluation. In contrast there was little or no influence with respect to such areas as promotion to (1) supervisory position, (2) selection of new employees, (3) contracting work out, (4) scheduling of operations, (5) layout of equipment, (6) assignment of new employees, and (7) control of production standards.

Depth of union influence was found to be greatest in three areas, specifically (1) promotion to nonsupervisory position, (2) discharge, and (3) distribution of overtime. As Table X shows, there was a strong concentration of cases in the lower part of the influence scale. As a whole, the number of cases reflecting no depth of union influence (142) was significantly greater than the number of cases reflecting considerable depth (8).

Part III of the questionnaire examined the degree to which the administration of the labor contract affects the supervisor's decision-making authority. It was found that the supervisor experienced little or no constraint as a consequence of union representation in the plant.

Finally, the last section of the study examined



the nature and extent of the union's influence over the supervisor's leadership role. The data indicated that the first-line supervisors in the establishments surveyed were very active in the prevention and resolution of grievances and that in most cases they were successful in maintaining a very low incidence of formal grievances.

With respect to styles of leadership, it was found that in 72.2 per cent of the cases the union had some influence over the style of leadership employed by the first-line supervisors. There was no trend established with respect to the direction of union influence in this case.



## CHAPTER V

### CONCLUSIONS

This study has attempted to examine the scope and depth of union influence as well as the relative degrees of influence of management, supervisors and the union. It also examined the degree to which the union affects the decision-making authority and leadership styles of the supervisor.

The research that has been conducted on leadership behavior has provided some insight into the leadership behavior best suited for the management of organizations. The most significant contribution in this area has been that the ultimate criterion for effective leadership is an awareness of the situation in which the leadership is being exercised. These researches also suggest that behavior is a function of variables in the organizational environment.

The trade union has become a major situational variable operating within the organization and it has had some impact on the leadership role of the first-line supervisor.

This study was undertaken to examine this union-supervisor relationship at the plant level. The research is designed to provide some indication of the scope and





depth of union influence particularly with respect to the leadership role of the supervisor.

The research design specifically aims at achieving five objectives. They are:

1. To determine the scope of union influence on selected production activities in Edmonton, Alberta;
2. To determine the depth or intensity of union influence on selected production activities;
3. To determine the relative degrees of influence for the union, the supervisor and management on selected production activities;
4. To determine the degree to which the union restrains the supervisor's decision-making authority; and
5. To determine the impact of the union's influence on the supervisor's leadership style.

A detailed report of findings with regard to these objectives was presented in the last chapter. The purpose of this final chapter is to present a summary of conclusions coming out of the empirical part of this study. They are as follows.



1. On scope of union influence the union was influential on all but one of the sixteen items tested.
2. On depth of union influence the number of cases reflecting little or no depth of union influence (142) was vastly greater than the number of cases reflecting considerable depth (8).
3. On the whole management was more influential than both the union and the supervisor. In all but one of the sixteen items tested the union was least influential. The supervisor fell in the middle range relative to management and the union.
4. On the supervisor's decision-making authority it was found that the supervisors involved in the survey experienced little or no constraint on their decision-making authority as a consequence of union representation in the plant.
5. In 72.2 per cent of the cases the union had some influence over the leadership styles of the first-line supervisor. However, there was no decisive trend of union preference for any particular style



of leadership.

These findings seem to add up to the conclusion that although the union has some influence over the supervisor's choice of leadership style, the supervisor has not forfeited any of his authority or responsibility in the work environment. The findings also suggest that the presence of the union does not prevent the supervisor from becoming an effective leader of his men. However, in some cases it may. In those cases where the work environment demands one type of leadership style and the union prefers another the presence of the union could prevent effective leadership from occurring.





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## APPENDIX A

### QUESTIONNAIRE USED IN THE SURVEY





## FACULTY OF BUSINESS ADMINISTRATION AND COMMERCE

THE UNIVERSITY OF ALBERTA  
EDMONTON 7, CANADA

August 12, 1970

Dear Sir:

I am a graduate student preparing a thesis on the impact of the union of first-line supervisory personnel. One of the most significant issues in industrial relations during the last two decades has been the effect of union participation in decision-making at the plant level. While some data has been collected in the United States we have little knowledge of the impact in Alberta or Canada. Consequently the question to which this survey is directed is "Has the union, directly or indirectly, restricted the first-line supervisor's freedom of action, or limited the supervisor in his choice of leader behavior?"

Enclosed is a questionnaire with a self-addressed stamped envelope. Please feel free to comment candidly on all questions. Space is provided at the end of the survey for additional comments you may want to voice. Because my sample is very limited and I have no other means with which to obtain the information I require, your urgent consideration in returning this questionnaire to me by August 21, will be sincerely appreciated.

I wish to assure you that the response to this questionnaire will be treated in strict confidence. A summary report of my findings will be sent to you upon completion of the study.

Sincerely,

Stanley N. Kaufman

SNK:im  
Enc.



THE IMPACT OF THE UNION OF FIRST-LINE SUPERVISORY PERSONNELPART I

1. Name of the company \_\_\_\_\_.

2. What are the major products or services provided by the company?

Product

% of Total

1.

2.

3.

3. Is this company a branch, subsidiary, or other part of a larger concern?

1. \_\_\_\_\_ no

2. \_\_\_\_\_ branch or division

3. \_\_\_\_\_ subsidiary

4. \_\_\_\_\_ other

4. If part of a larger concern, what is the name of the present company? \_\_\_\_\_

5. How long has this company been in operation? \_\_\_\_\_

6. What is the technological situation in the company?

1. \_\_\_\_\_ rapid development

2. \_\_\_\_\_ moderate development

3. \_\_\_\_\_ stable

7. What is the total number of employees in the company?

1. \_\_\_\_\_ 0-50

2. \_\_\_\_\_ 50-100

3. \_\_\_\_\_ 100-250

4. \_\_\_\_\_ 250-500

5. \_\_\_\_\_ over 500

8. What is the number of employees in the main bargaining unit? \_\_\_\_\_

9. What is the name of the union representing the employees?  
\_\_\_\_\_





10. Is the union a separate local in the firm or part of a larger organization?
1. \_\_\_\_\_ separate local
  2. \_\_\_\_\_ part of larger organization
11. When was the present union recognized for purposes of collective bargaining in this company? \_\_\_\_\_.

## PART II

The following represents an itemized list of essential activities conducted by many companies. Following each item is a scale for measuring "degree of influence". For each item and scale would you please position HIGHER-MANAGEMENT (M), FIRST-LINE SUPERVISOR (S), and UNION (U). Please position these as carefully as possible. The following is an example:

Customer relations and/or service:

NO INFLUENCE	(U) (S)	(M)	HIGH INFLUENCE
	<del>X</del> <del>X</del>	<del>X</del>	

1. Promotion to non-supervisory position:

No Influence	_____	High Influence
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2. Promotion to supervisory position:

NO Influence	_____	High Influence
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3. Demotions:

No Influence	_____	High Influence
-----------------	-------	-------------------

4. Hiring:

No Influence	_____	High Influence
-----------------	-------	-------------------

5. Discharge:

No Influence	_____	High Influence
-----------------	-------	-------------------

6. Distribution of overtime:

No Influence	_____	High Influence
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7. Number of employees on a job or a machine:

No Influence	_____	High Influence
-----------------	-------	-------------------



8. Contracting work out:  
No Influence \_\_\_\_\_ High Influence
9. Scheduling of operations:  
No Influence \_\_\_\_\_ High Influence
10. Layout of equipment:  
No Influence \_\_\_\_\_ High Influence
11. Transfer of employees within the company:  
No Influence \_\_\_\_\_ High Influence
12. Job content:  
No Influence \_\_\_\_\_ High Influence
13. Level of work performance:  
No Influence \_\_\_\_\_ High Influence
14. Job Evaluation:  
No Influence \_\_\_\_\_ High Influence
15. Assignment of new employees:  
No Influence \_\_\_\_\_ High Influence
16. Control of production standards:  
No Influence \_\_\_\_\_ High Influence



PART III

To what extent does the labour contract or its administration affect the decisions open to the supervisor in the following areas? Please mark with an X.

1. Promotion to non-supervisory position:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
2. Promotion to supervisory position:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
3. Demotions:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
4. Selection of new employees:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
5. Discharge:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
6. Distribution of overtime:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
7. Number of employees on a job or a machine:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
8. Contracting work out:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
9. Scheduling of operations:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected
10. Layout of equipment:  
 Not \_\_\_\_\_ Greatly  
 Affected \_\_\_\_\_ Affected



- |     |   |       |          |
|-----|---|-------|----------|
| 11. | Transfer of employees within the company: |       |          |
|     | Not                                       |       | Greatly  |
|     | Affected                                  | _____ | Affected |
| 12. | Job Content:                              |       |          |
|     | Not                                       |       | Greatly  |
|     | Affected                                  | _____ | Affected |
| 13. | Level of work performance:                |       |          |
|     | Not                                       |       | Greatly  |
|     | Affected                                  | _____ | Affected |
| 14. | Job evaluation:                           |       |          |
|     | Not                                       |       | Greatly  |
|     | Affected                                  | _____ | Affected |
| 15. | Assignment of new employees:              |       |          |
|     | Not                                       |       | Greatly  |
|     | Affected                                  | _____ | Affected |
| 16. | Control of production standards:          |       |          |
|     | Not                                       |       | Greatly  |
|     | Affected                                  |       | Affected |

## PART IV

1. Has the certification of a union in this company had any direct effect in changing the functions of the first-line supervisor? Please elaborate.





2. Would you identify the leadership styles of the first-line supervisors in this firm as predominantly:

1. \_\_\_\_\_ Human relations oriented
2. \_\_\_\_\_ Production oriented
3. \_\_\_\_\_ A fair combination of both

3. In your opinion does the union have any influence over the supervisor in his choice of leadership behavior patterns (i.e. employee-orientation/production-orientation)?

1. \_\_\_\_\_ yes
2. \_\_\_\_\_ no

4. If yes, in what manner? \_\_\_\_\_

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5. In your company, what is the first-line supervisor's responsibility in the grievance procedure?

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6. Do the supervisors in your company actively participate in the prevention and resolution of grievances?

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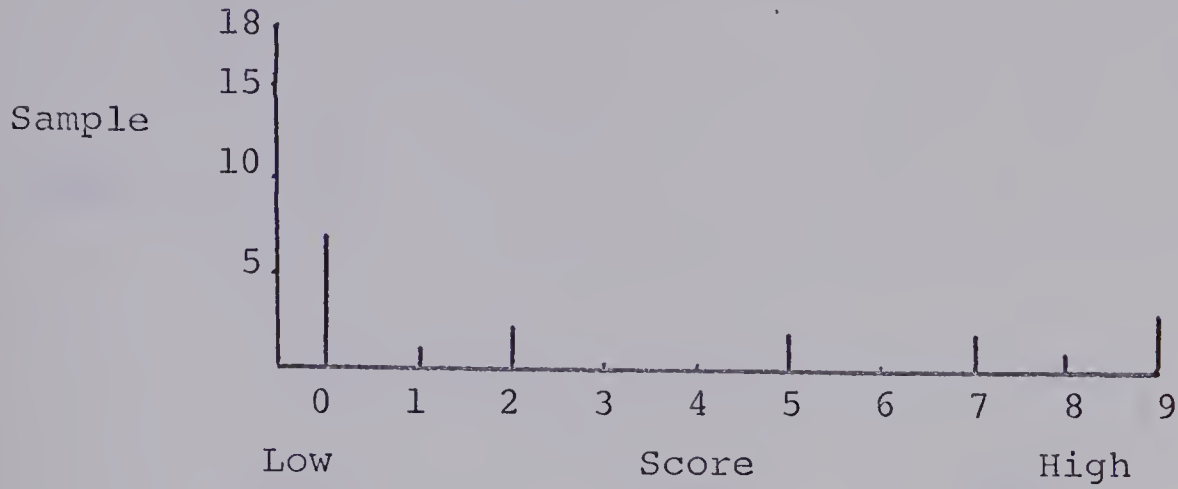
APPENDIX B

FREQUENCY DISTRIBUTIONS FOR UNION  
SUPERVISOR AND MANAGEMENT VARIABLES ON DEPTH OF  
UNION INFLUENCE

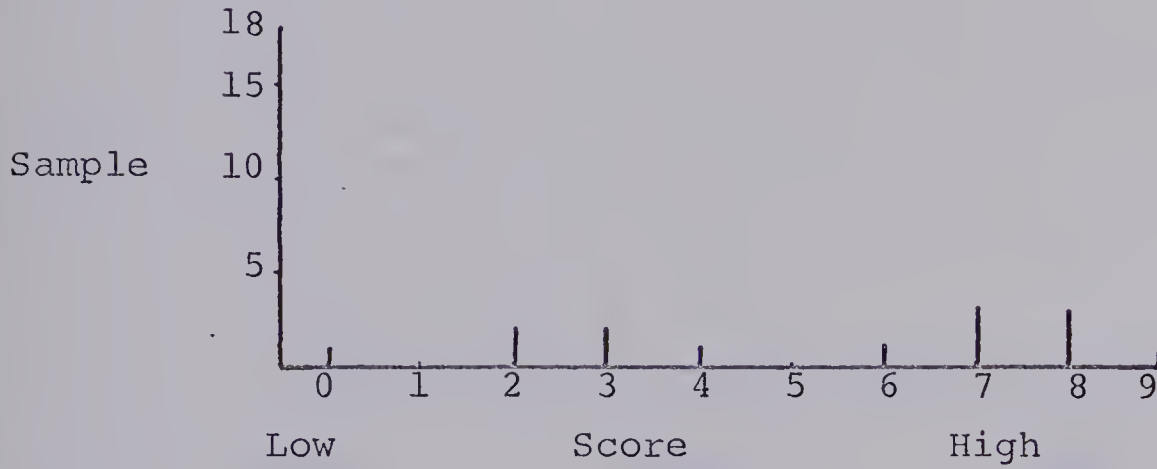




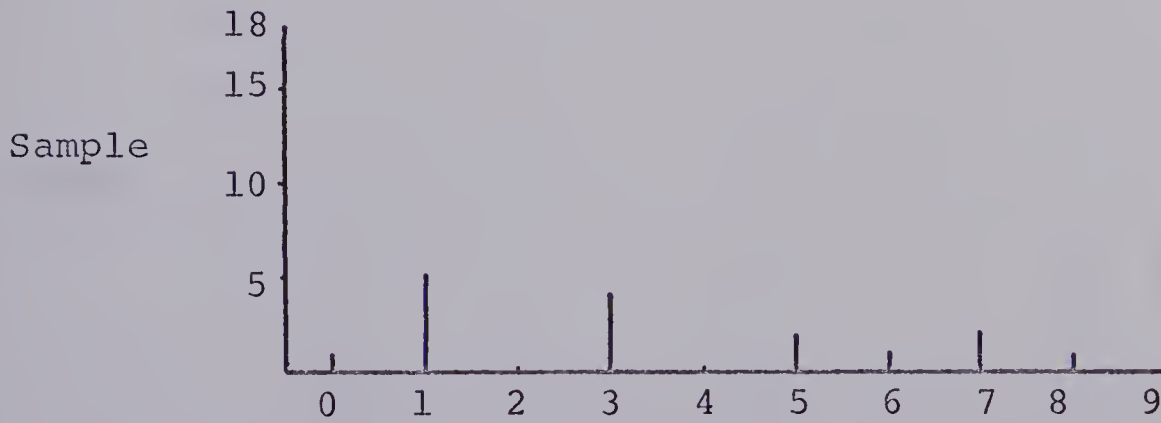
## 1. Promotion to Nonsupervisory Position



Union Variable



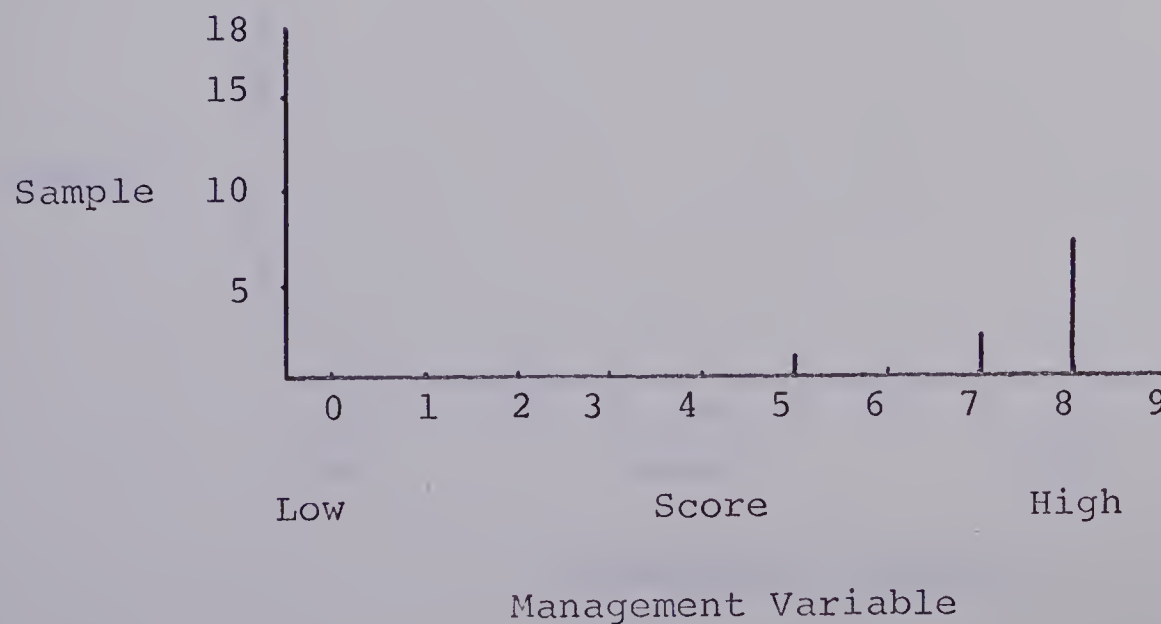
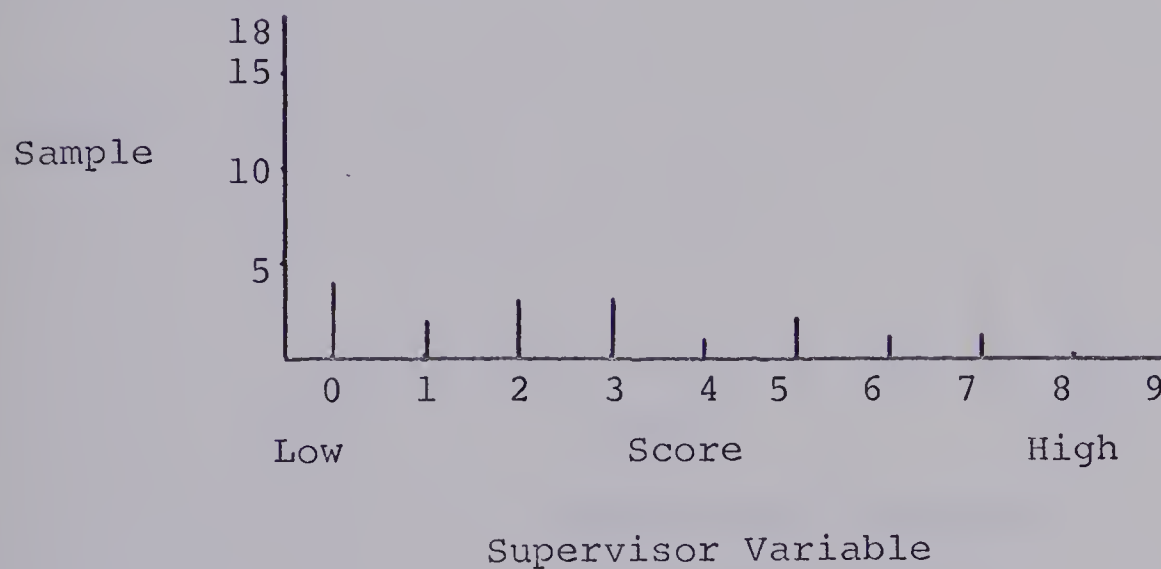
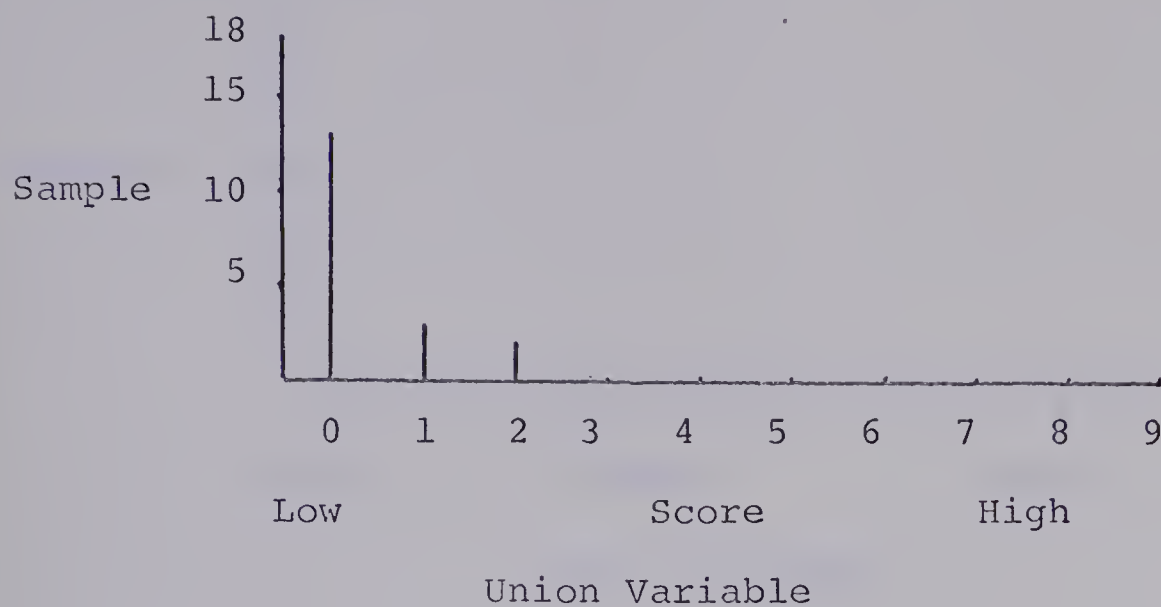
Supervisor Variable



Management Variable



## 2. Promotion to Supervisory Position

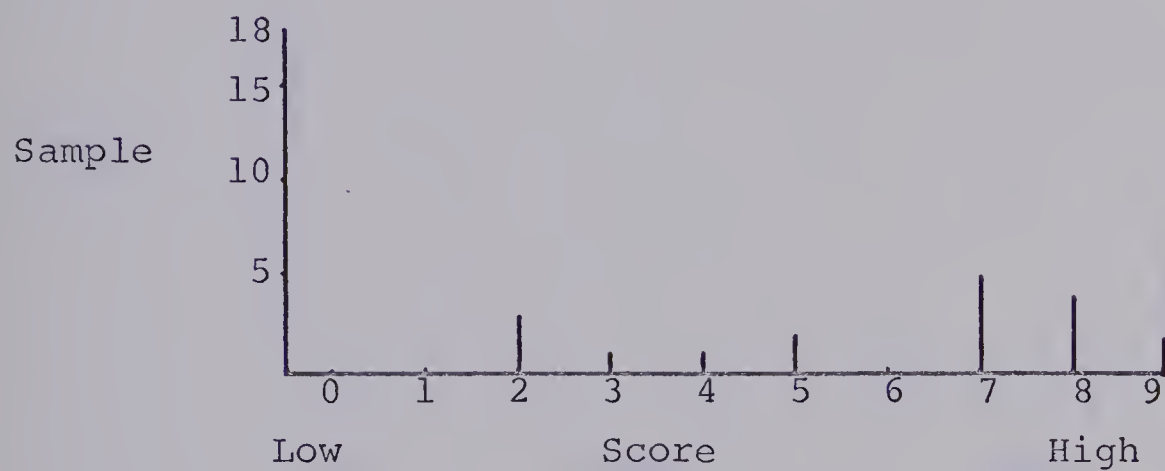




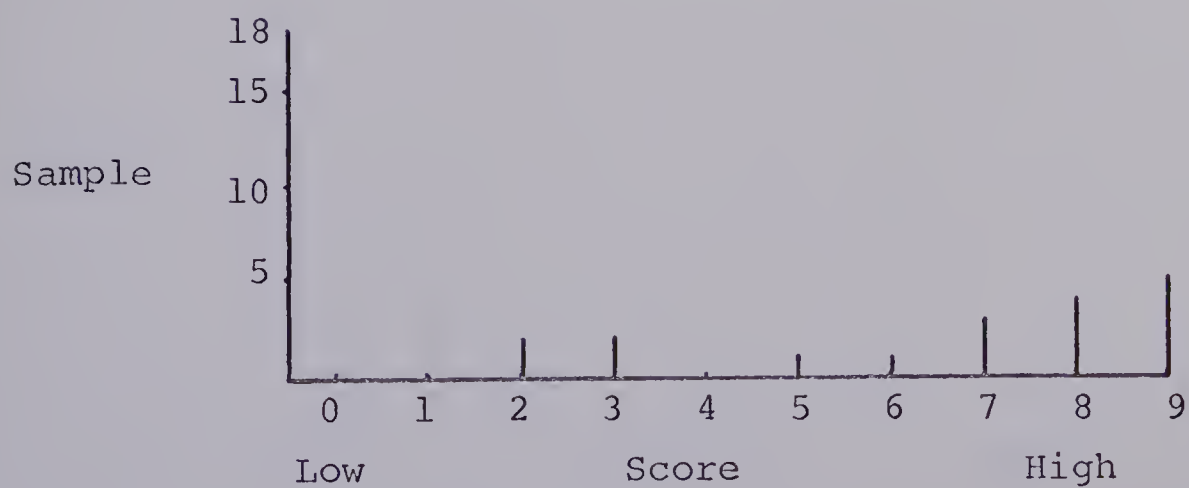
## 3. Demotions



Union Variable



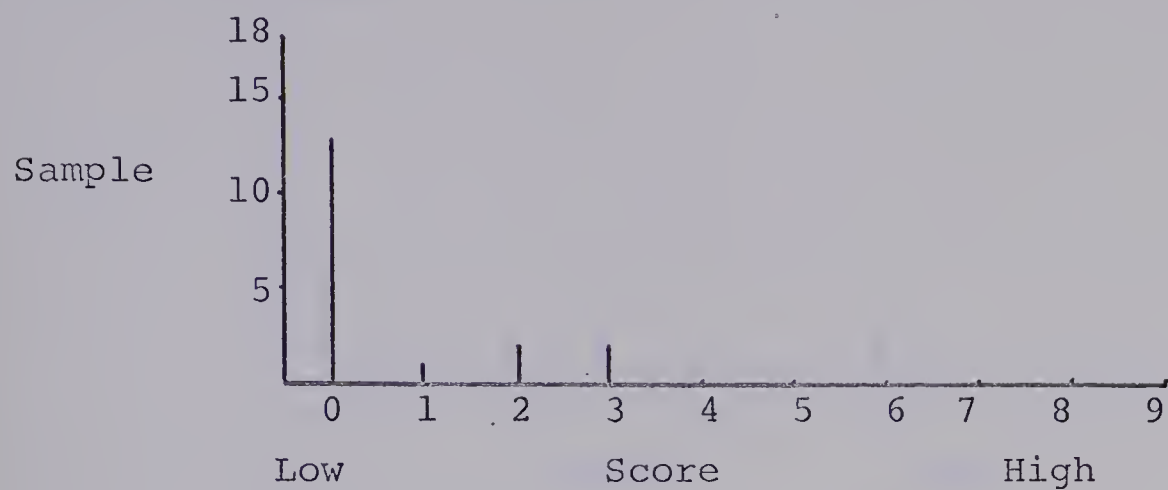
Supervisor Variable



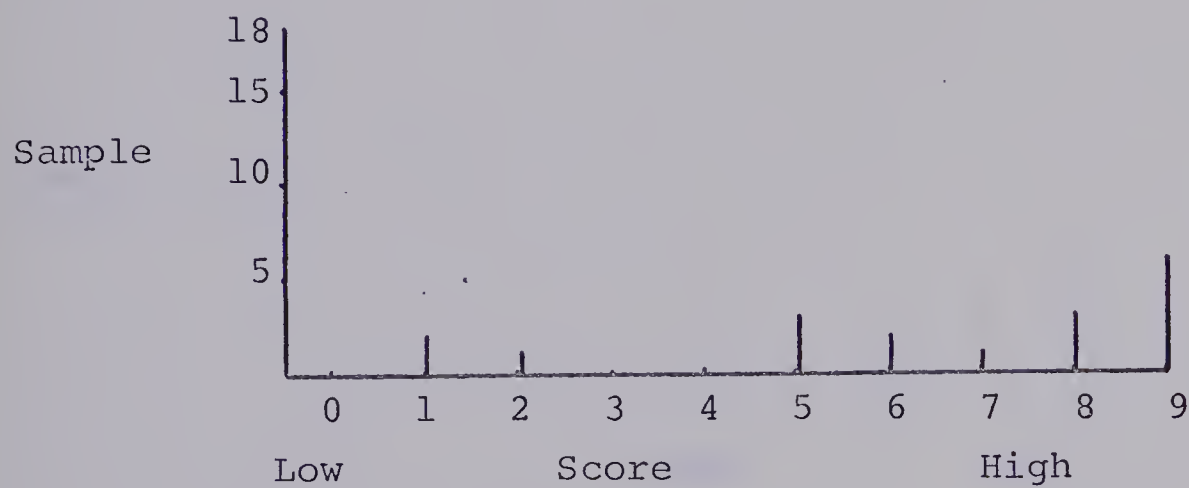
Management Variable



## 4. Selection of New Employees



Union Variable



Supervisor Variable

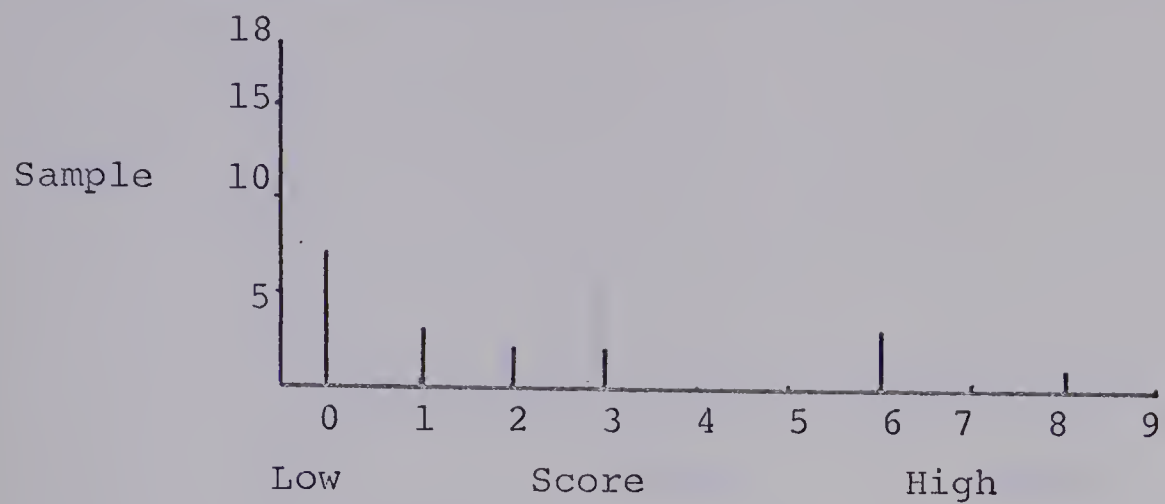


Management Variable

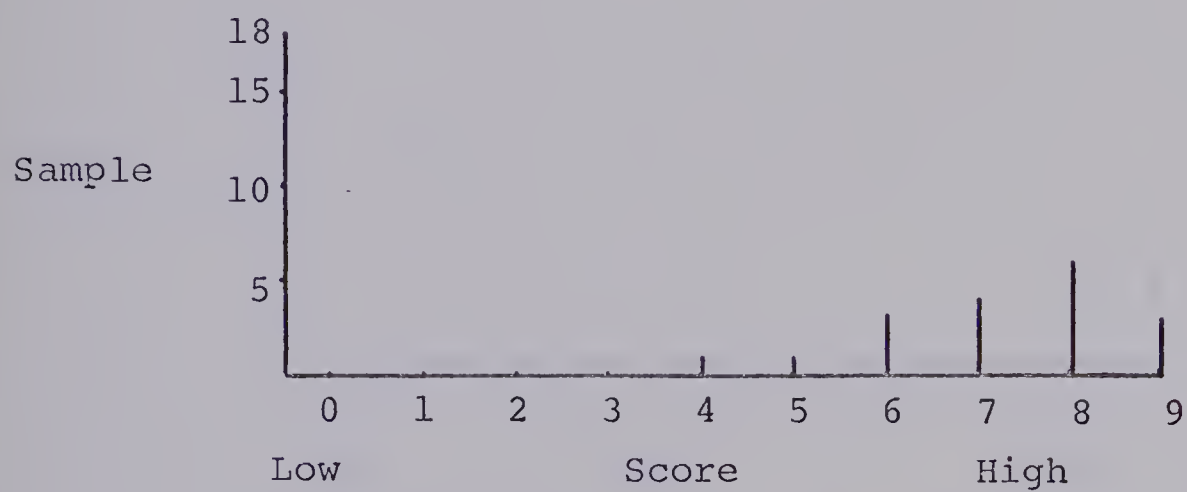




## 5. Discharge



Union Variable



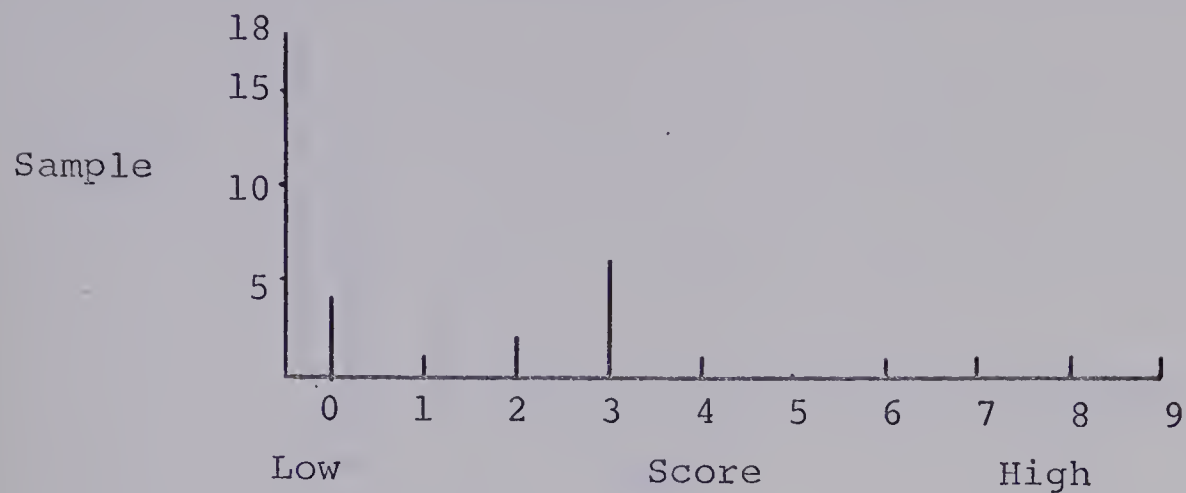
Supervisor Variable



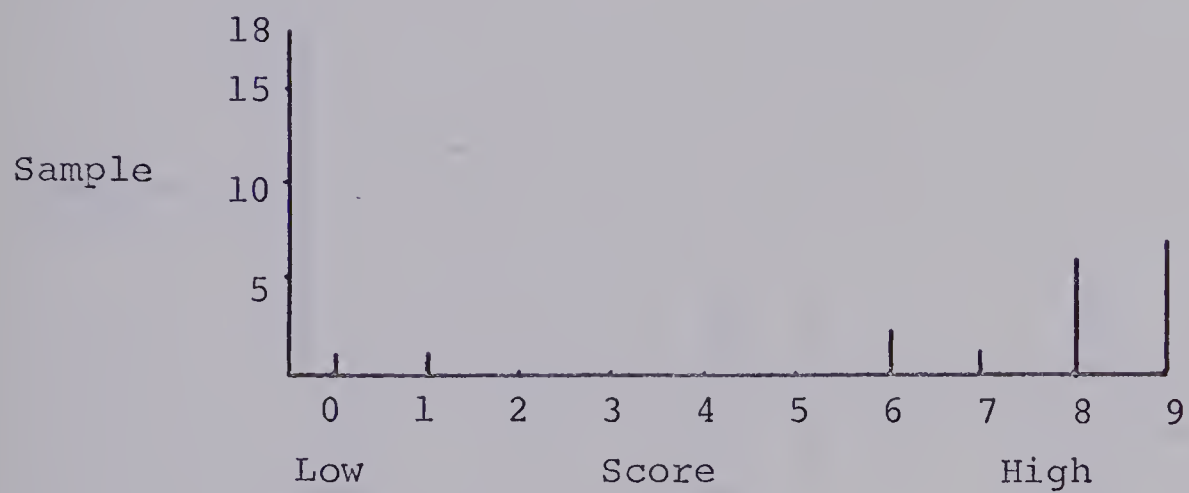
Management Variable



## 6. Distribution of Overtime



Union Variable



Supervisor Variable



Management Variable



## 7. Number of Employees on a Job or Machine



Union Variable



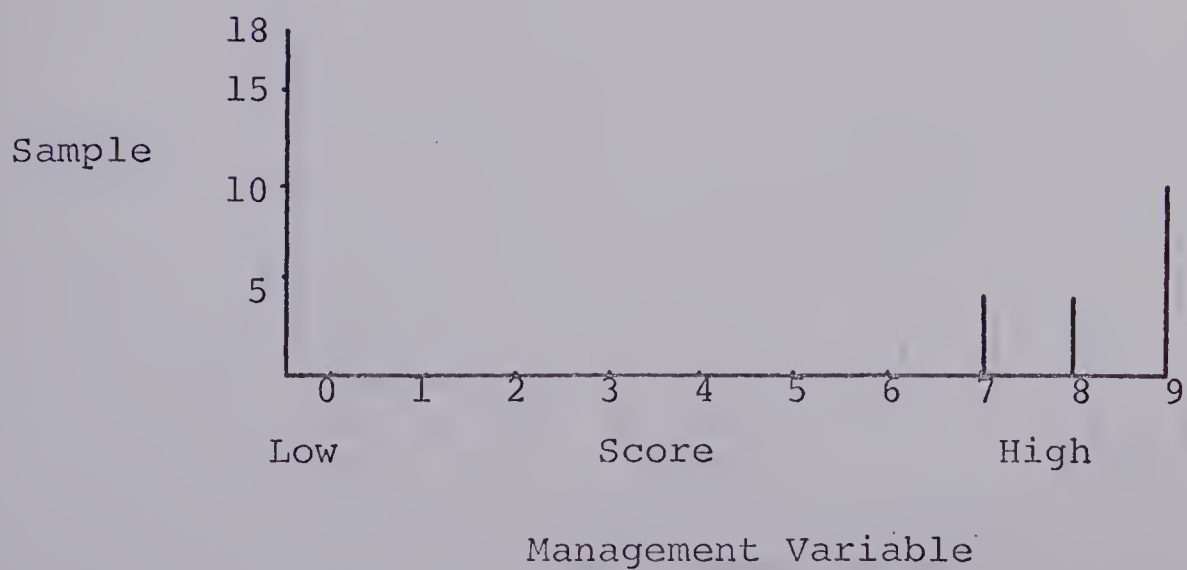
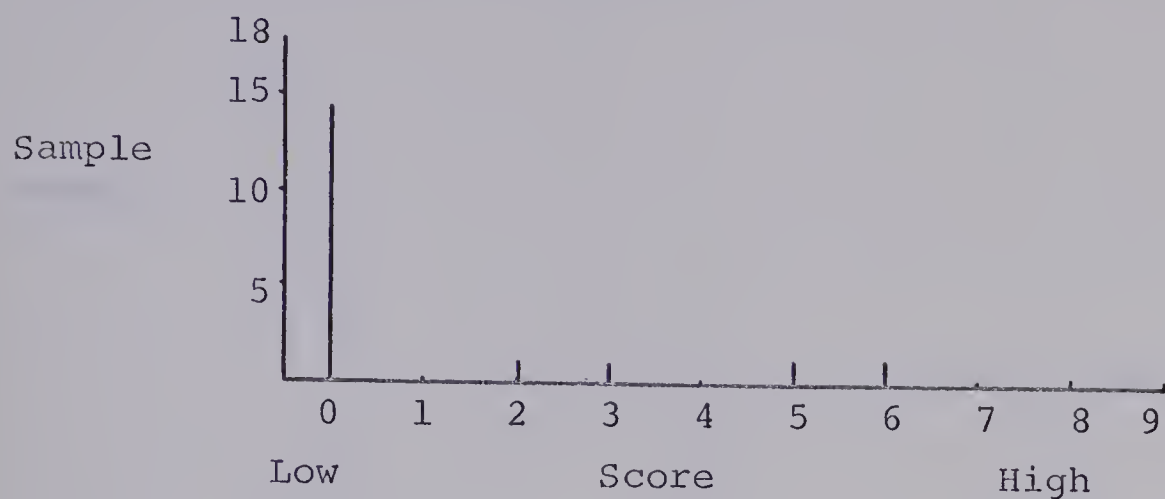
Supervisor Variable



Management Variable



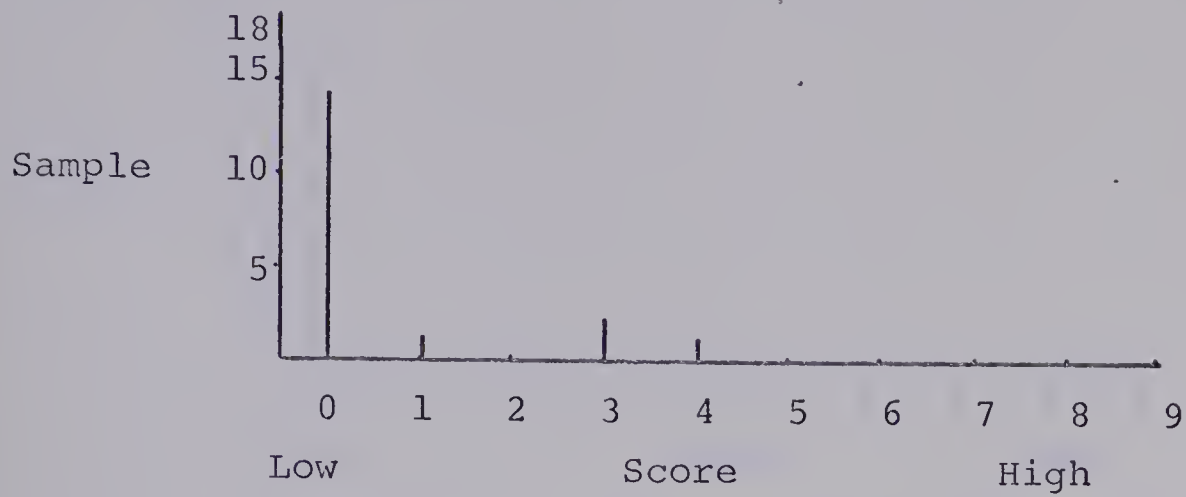
## 8. Contracting Work Out



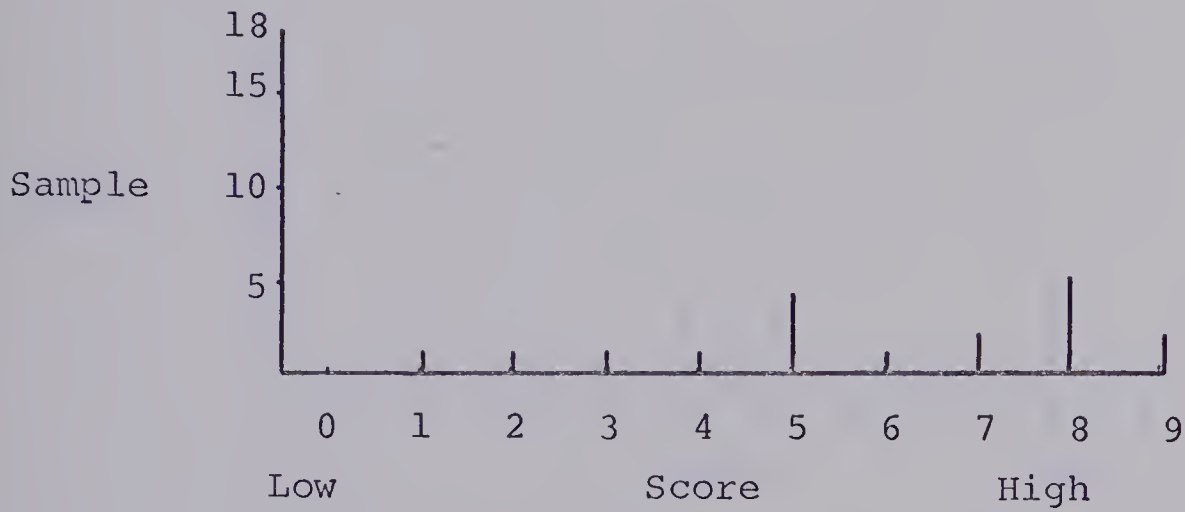




## 9. Scheduling of Operations



Union Variable



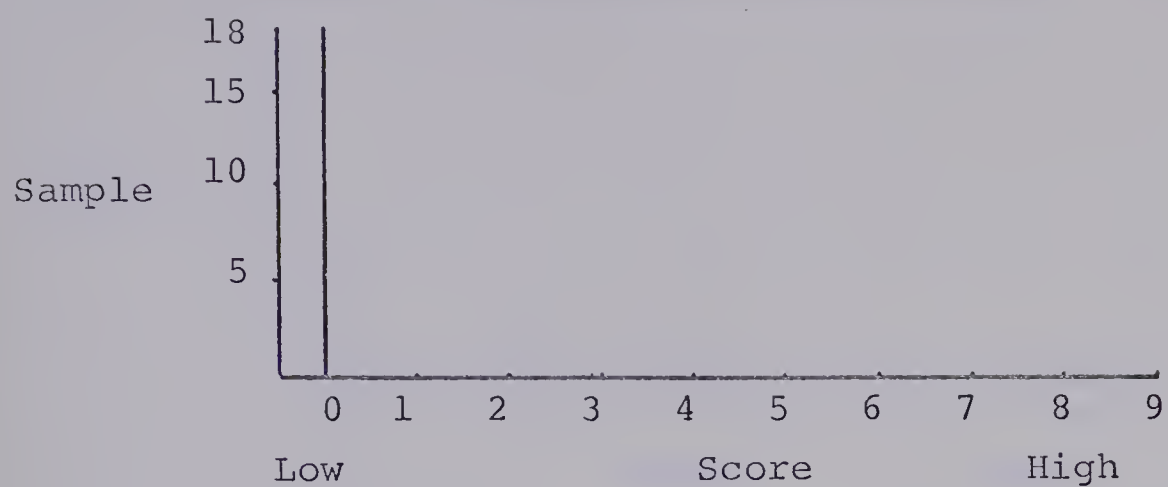
Supervisor Variable



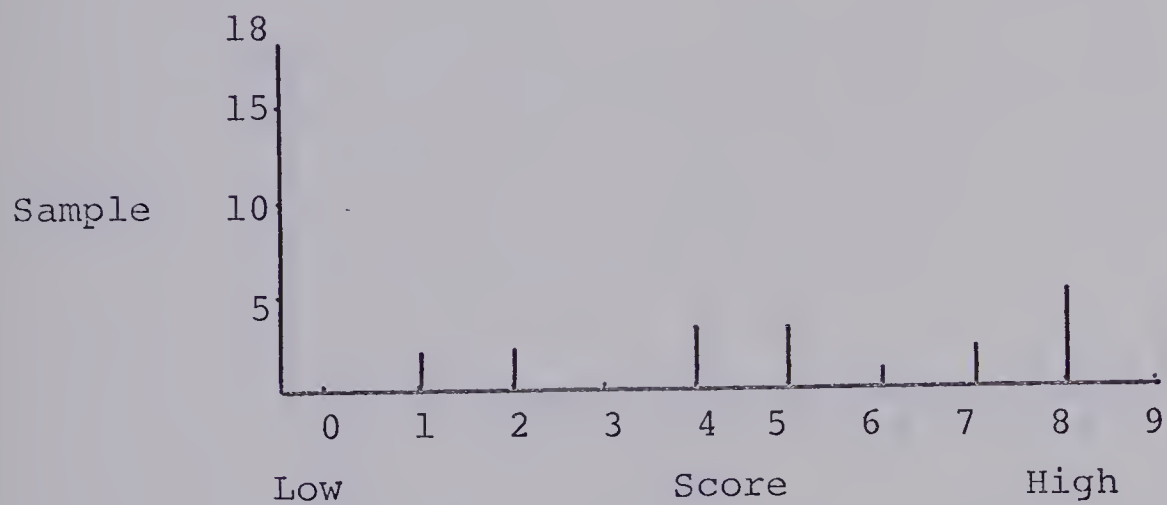
Management Variable



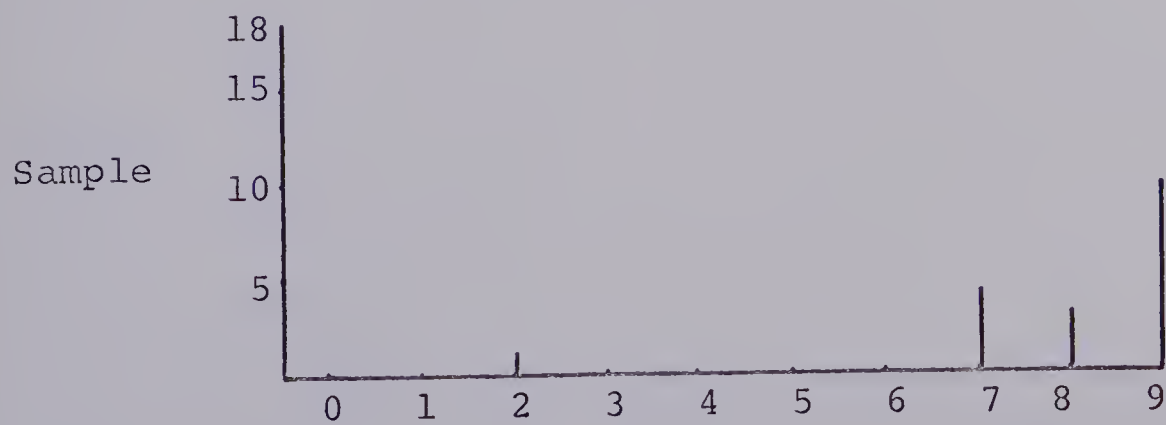
## 10. Layout of Equipment



Union Variable



Supervisor Variable



Management Variable



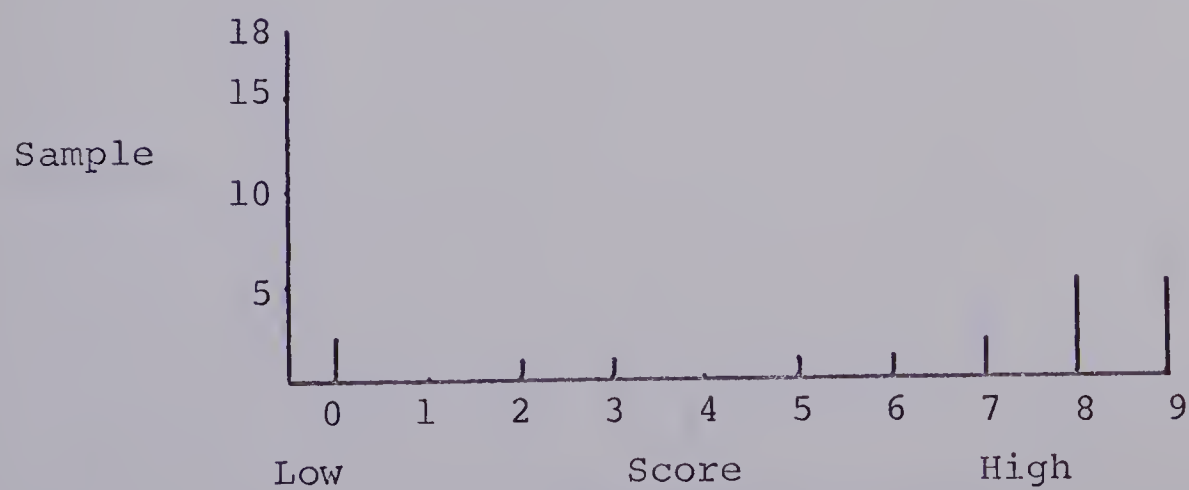
## 11. Transfer of Employees Within Plants



Union Variable



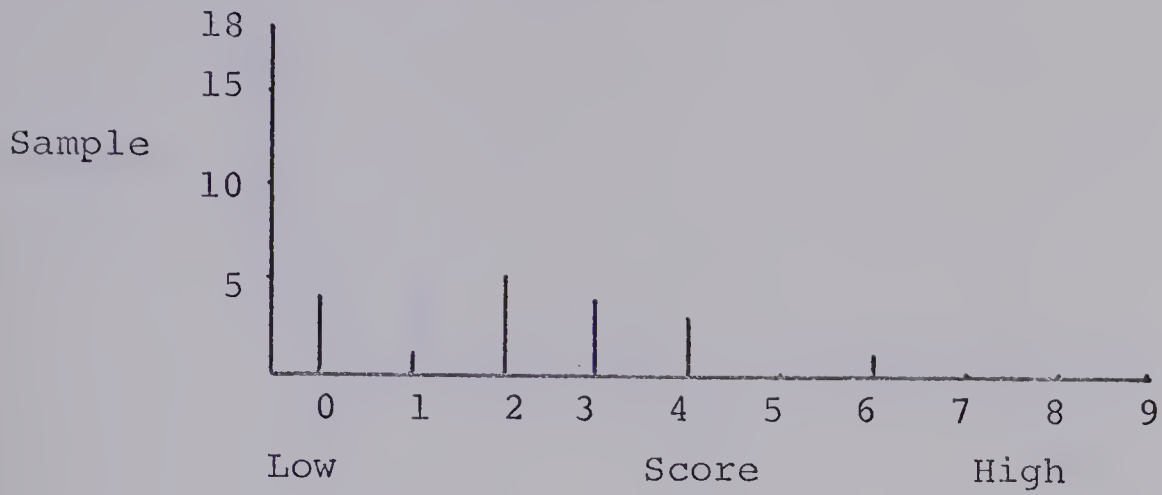
Supervisor Variable



Management Variable



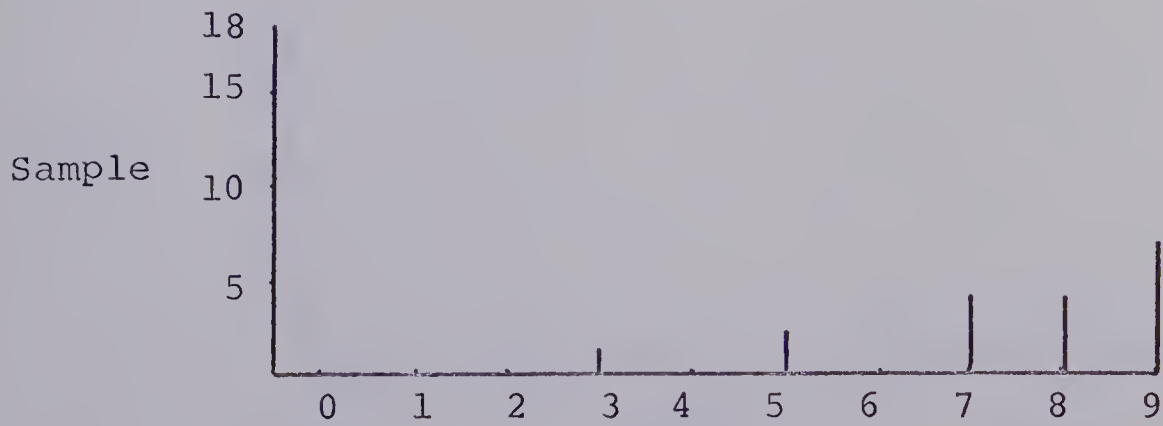
12. Job Contest



Union Variable



Supervisor Variable



Management Variable

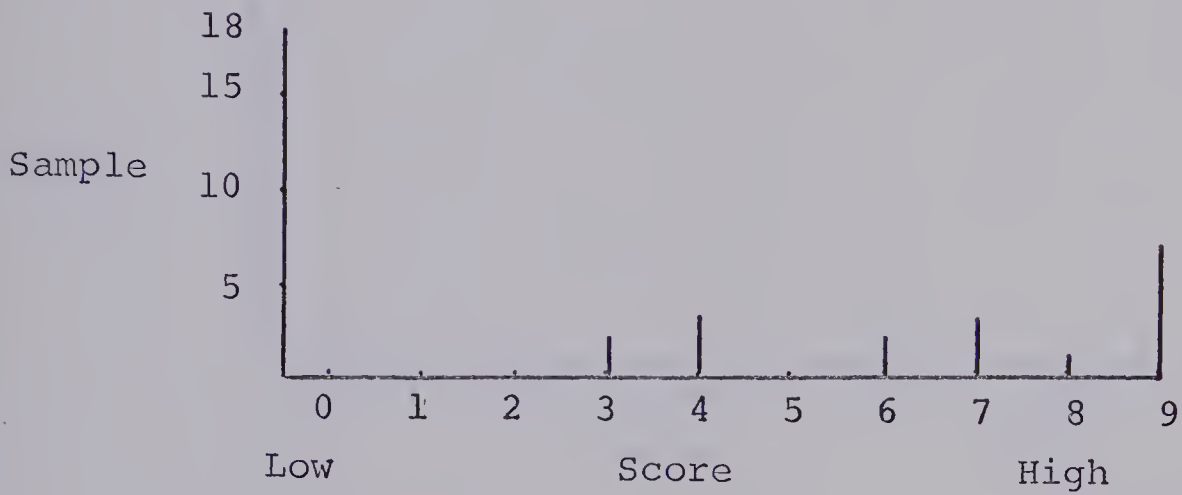




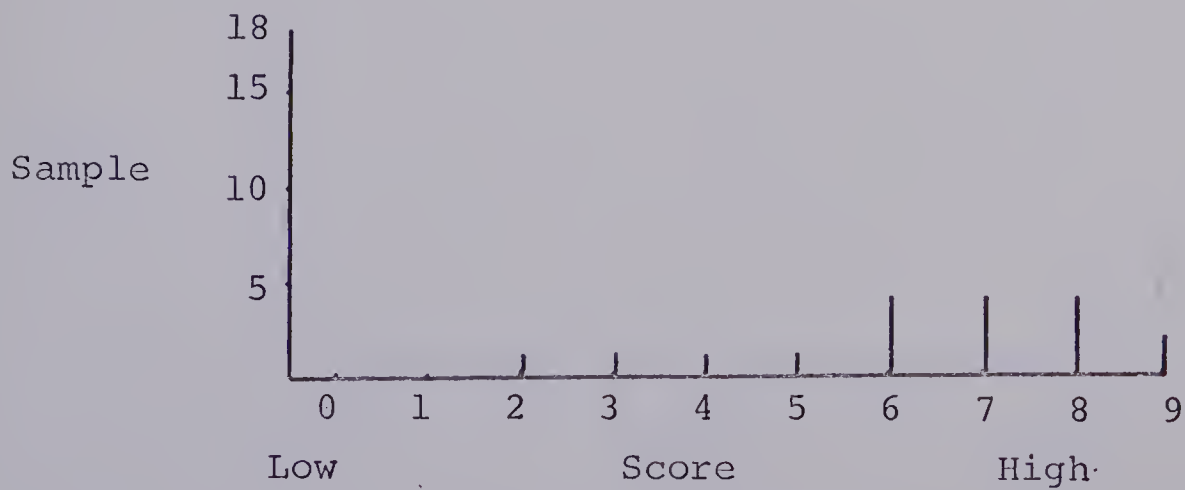
## 13. Level of Work Performance



Union Variable



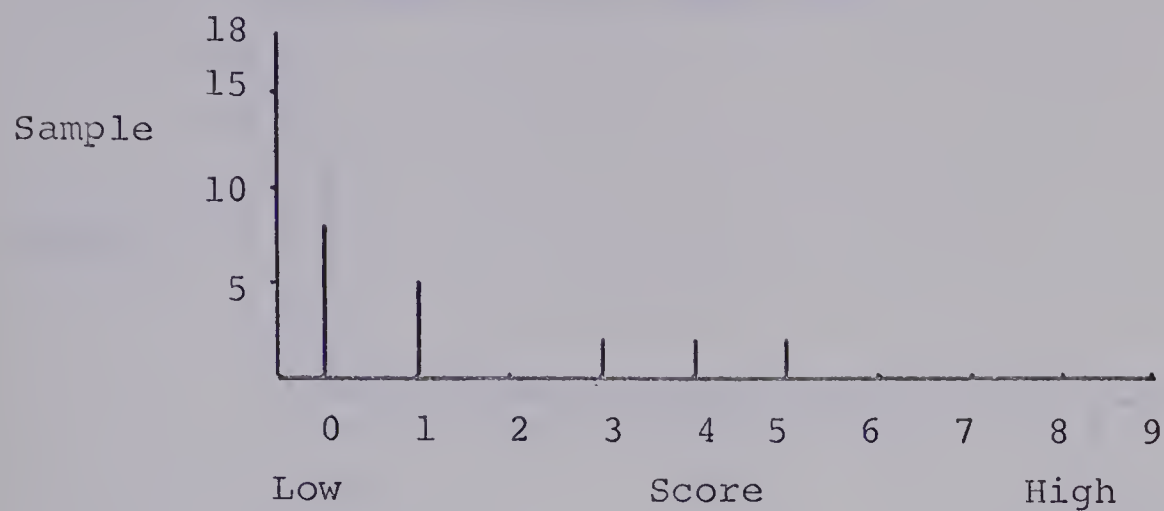
Supervisor Variable



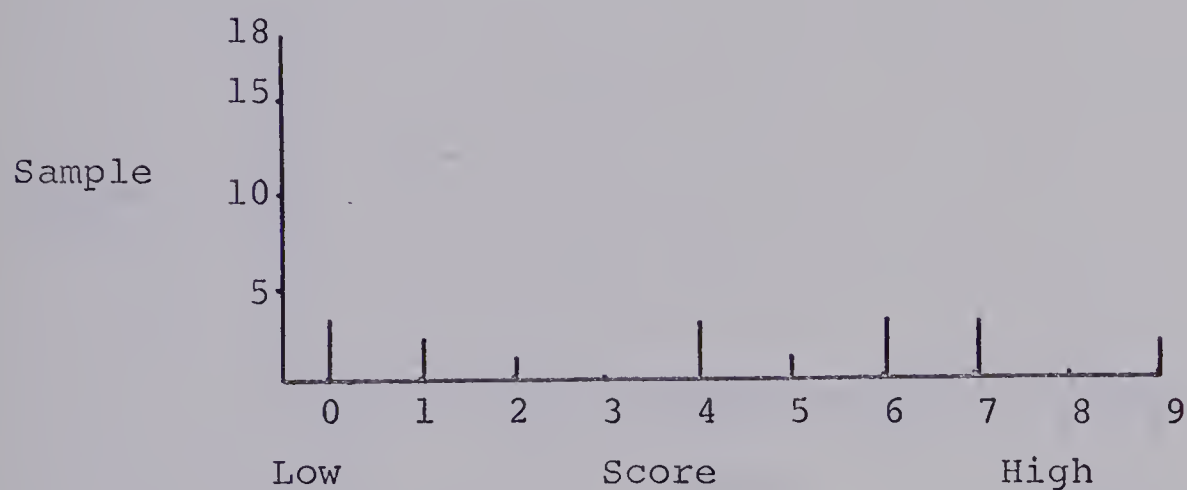
Management Variable



## 14. Job Evaluation



Union Variable



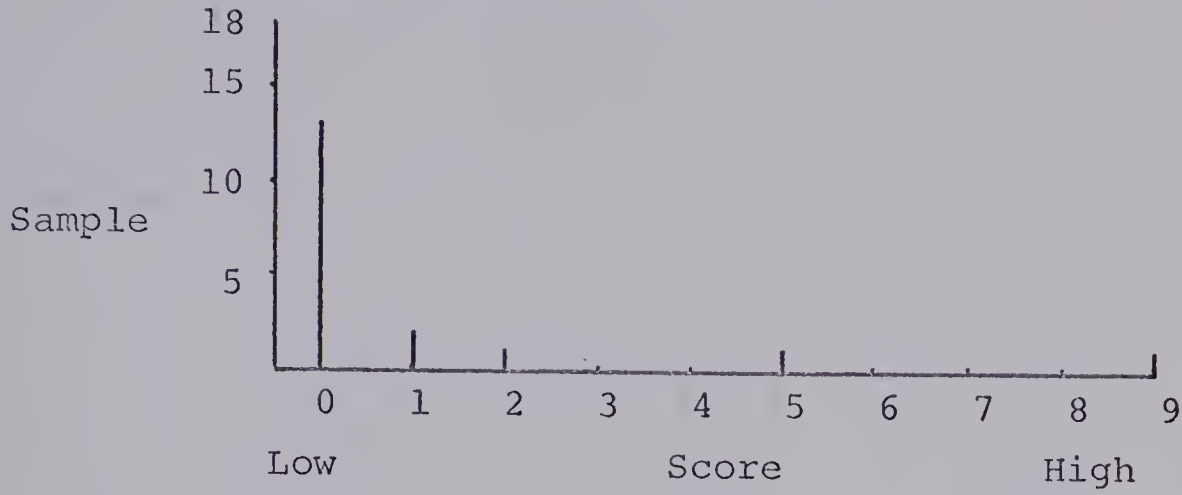
Supervisor Variable



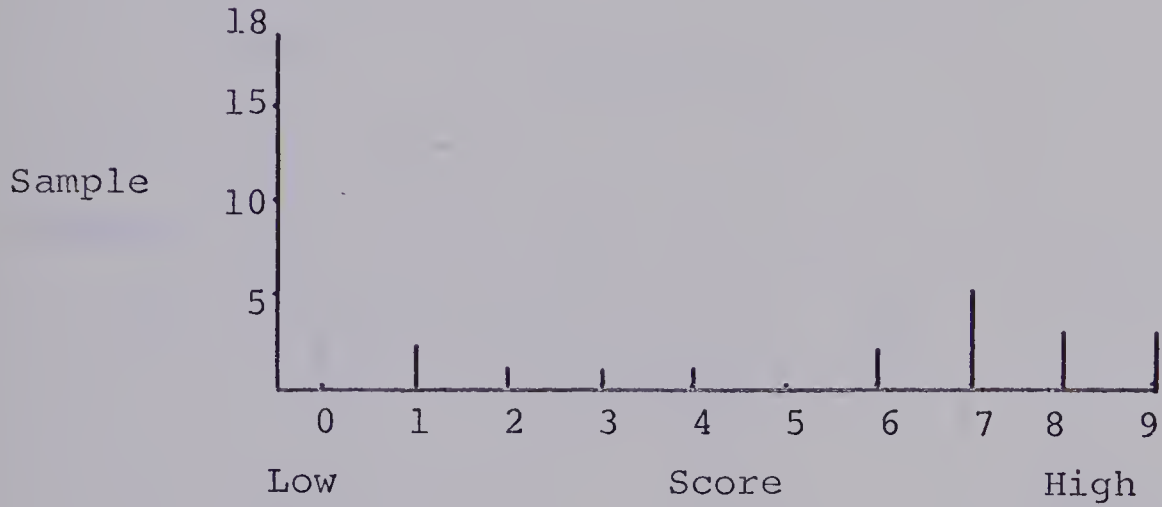
Management Variable



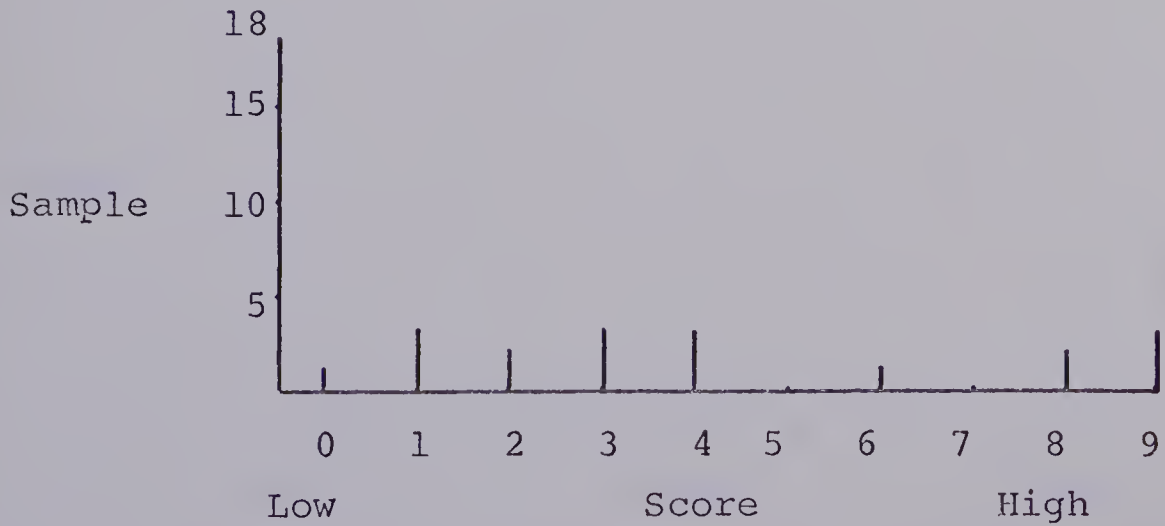
15. Assignment of New Employees



Union Variable



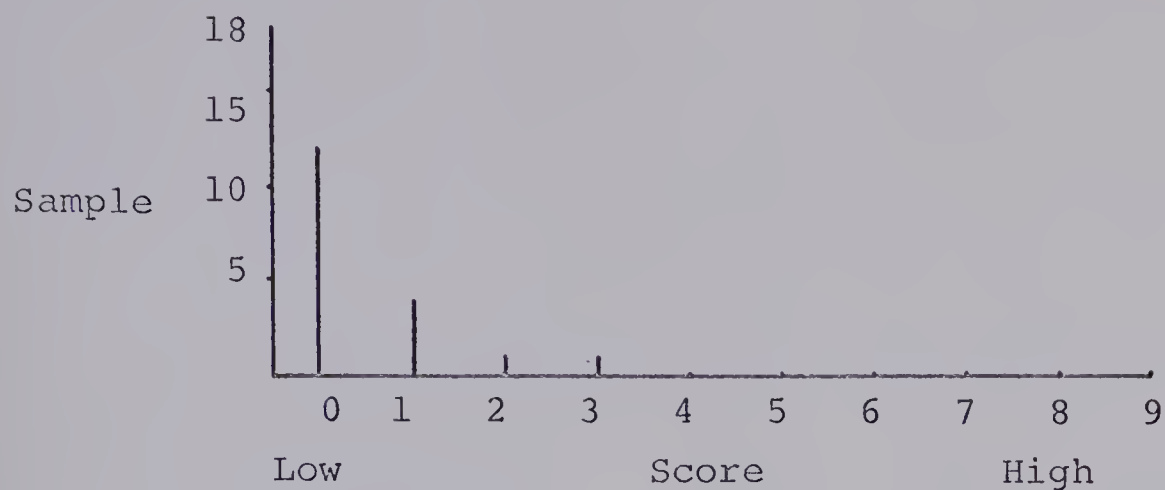
Supervisor Variable



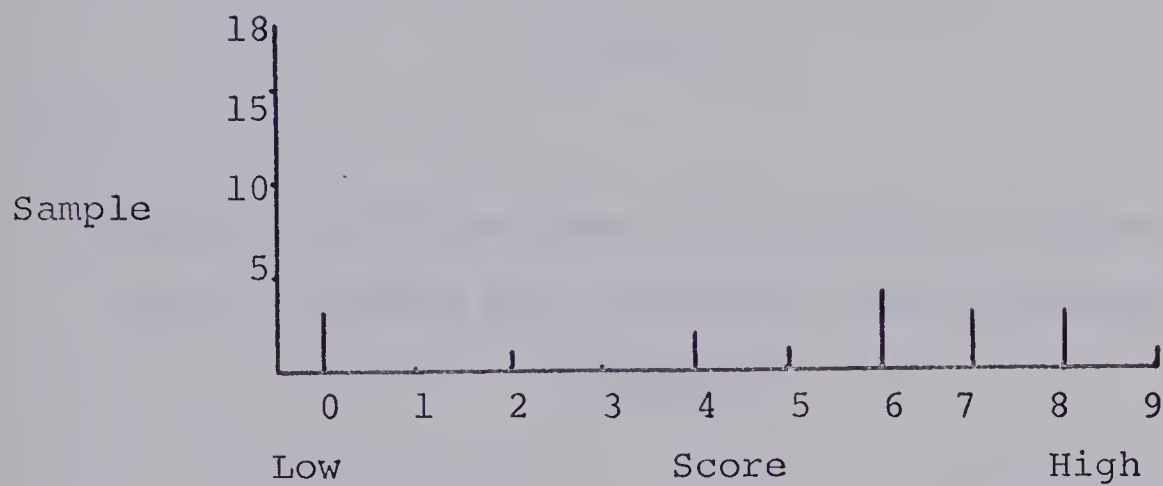
Management Variable



## 16. Control of Production Standards



Union Variable



Supervisor Variable



Management Variable



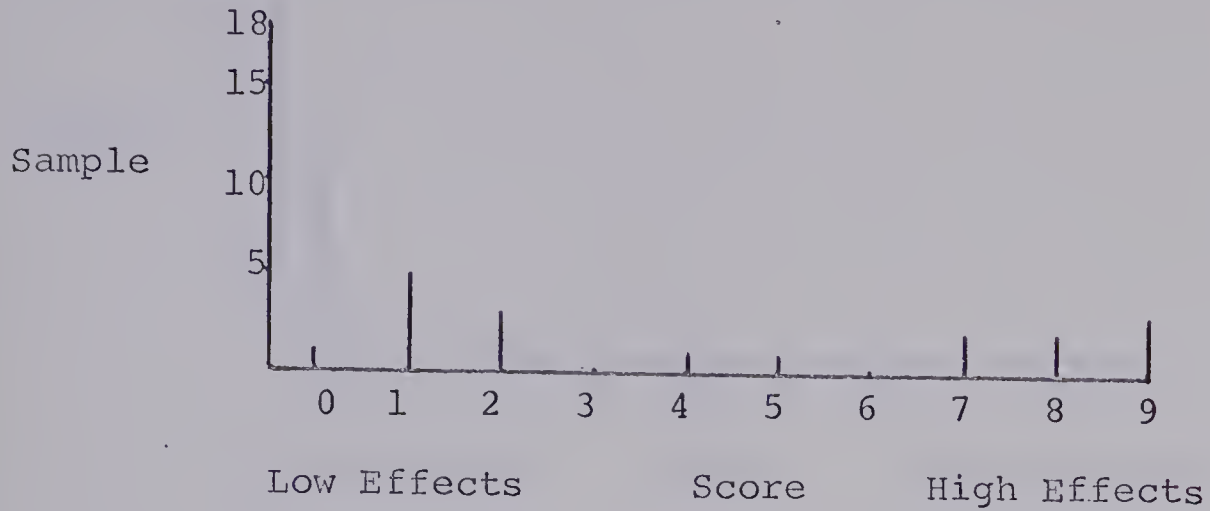


## APPENDIX C

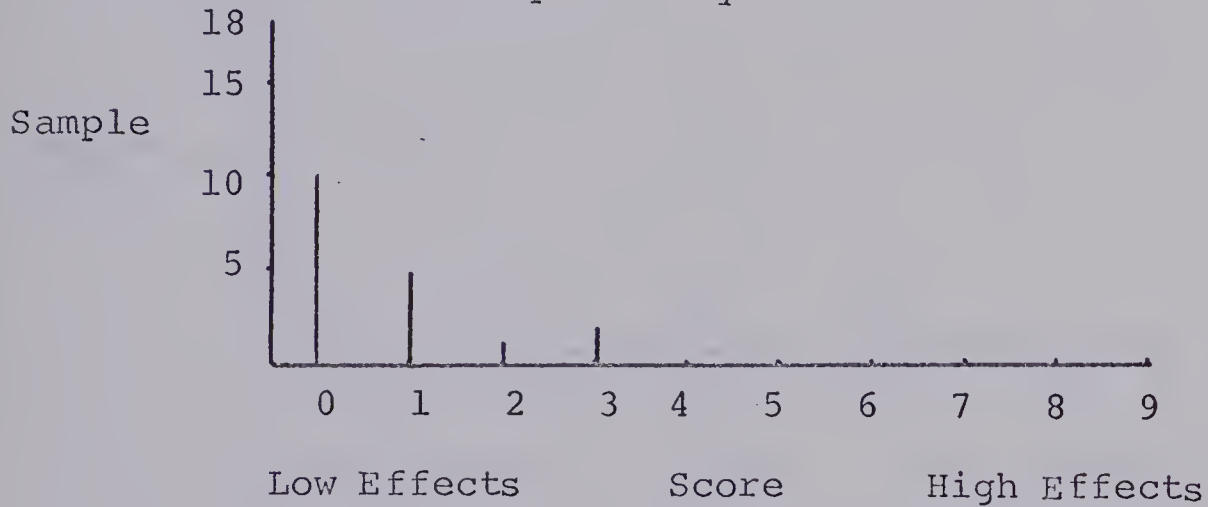
FREQUENCY DISTRIBUTION FOR SUPERVISOR VARIABLE ON  
UNION INFLUENCE AND SUPERVISOR DECISION-MAKING  
AUTHORITY



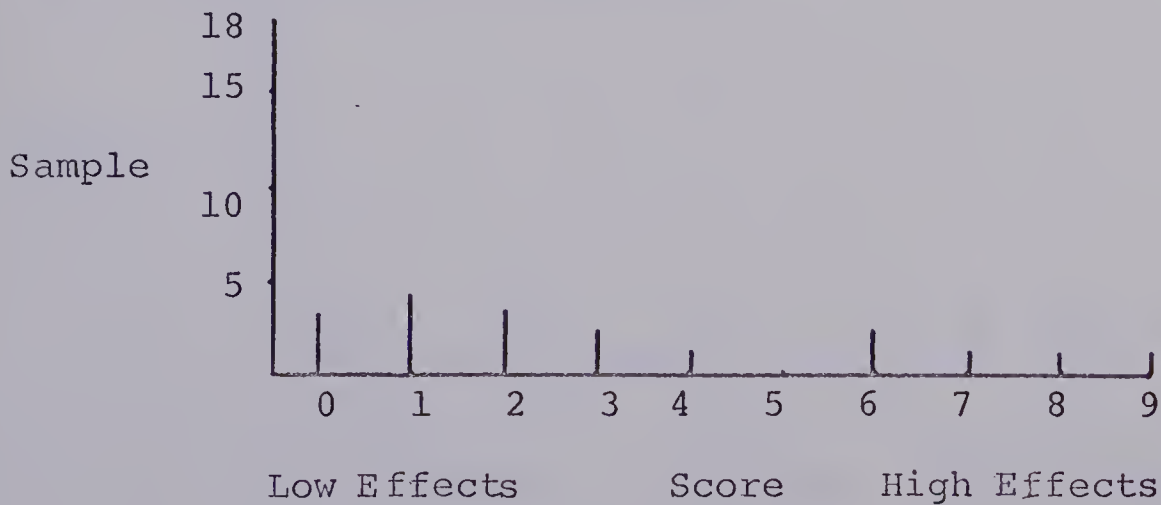
1. Promotion to Nonsupervisory Position



2. Promotion to Supervisory Position



3. Demotions







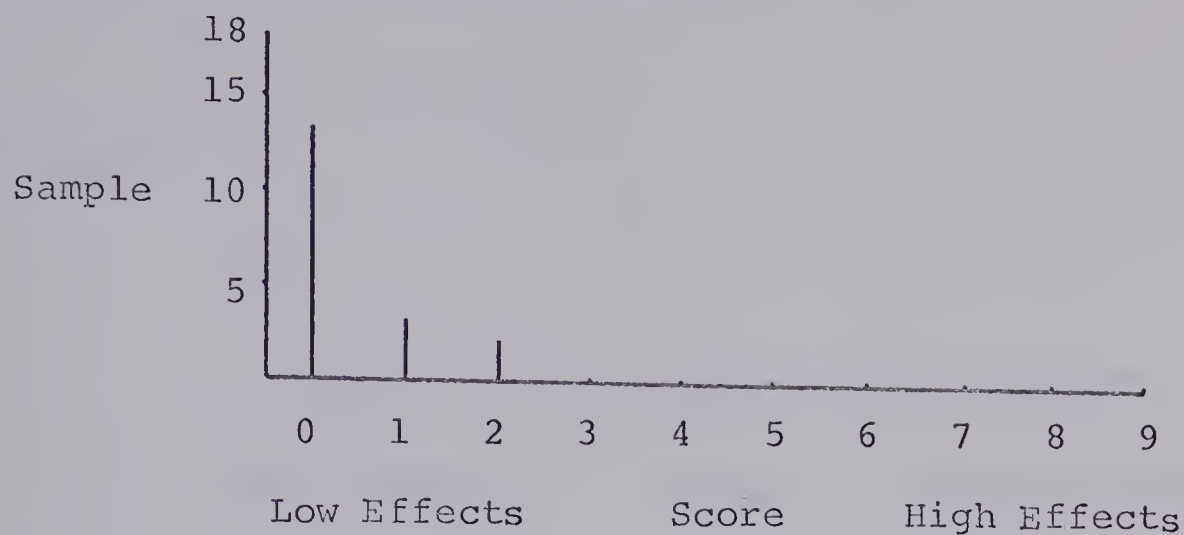




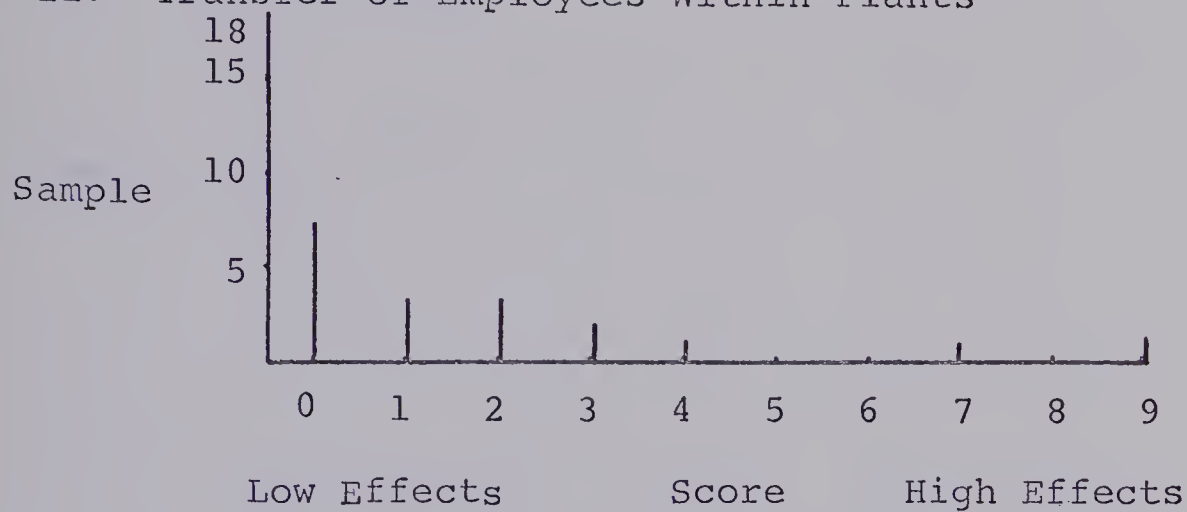




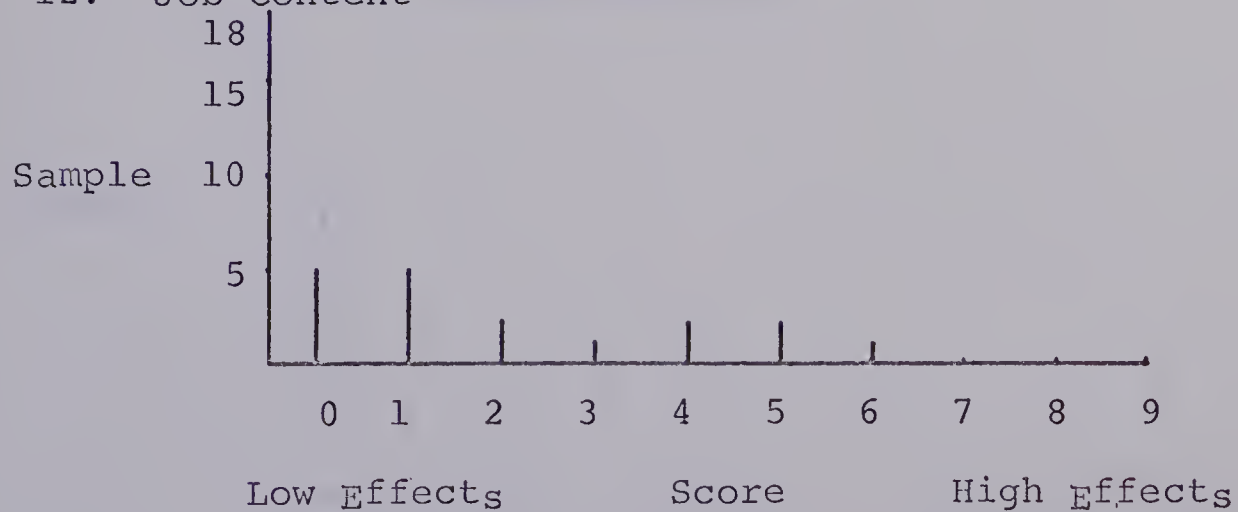
## 10. Layout of Equipment



## 11. Transfer of Employees Within Plants

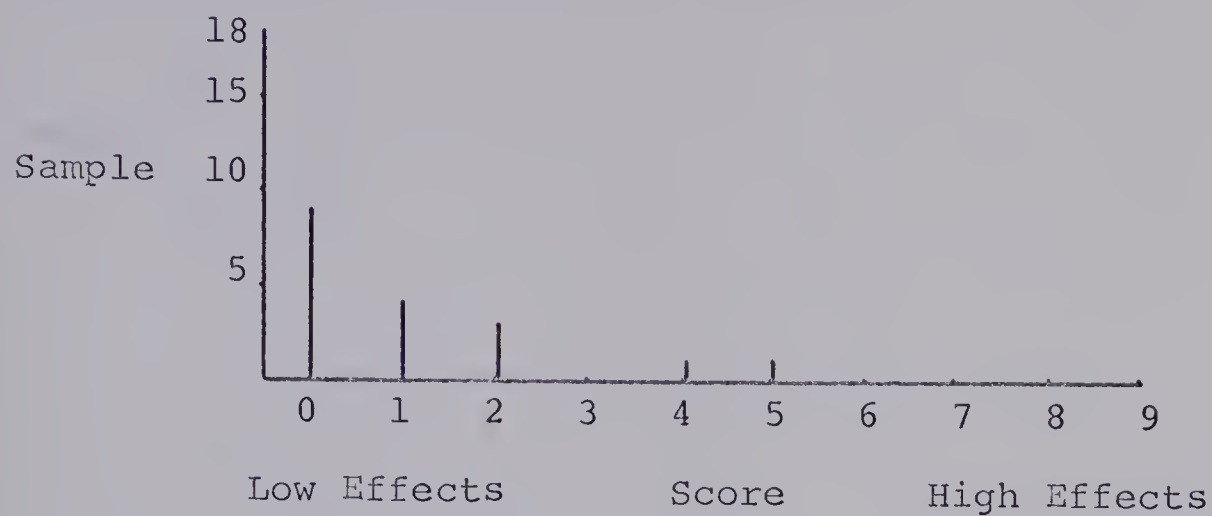


## 12. Job Content

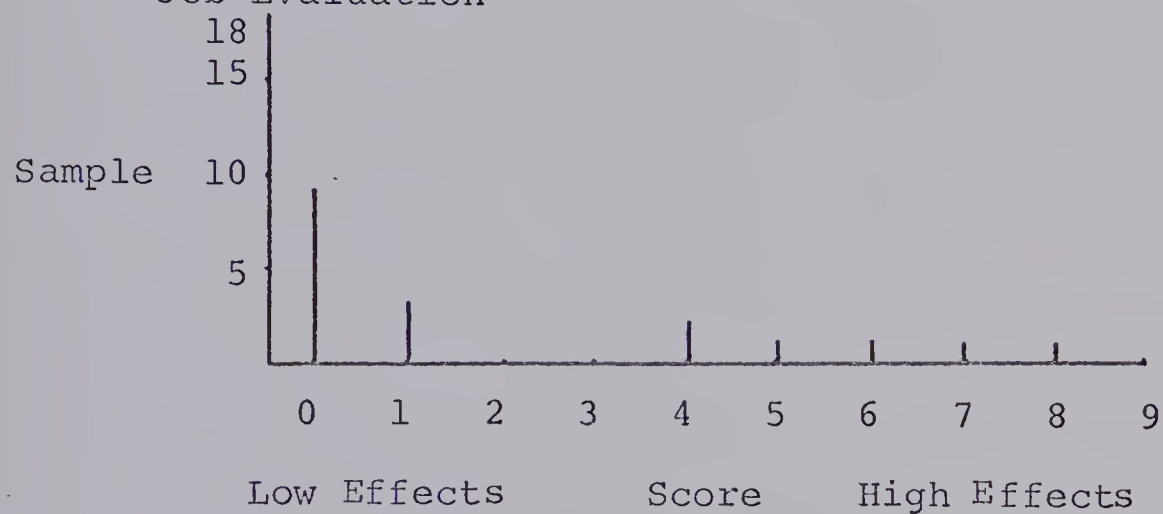




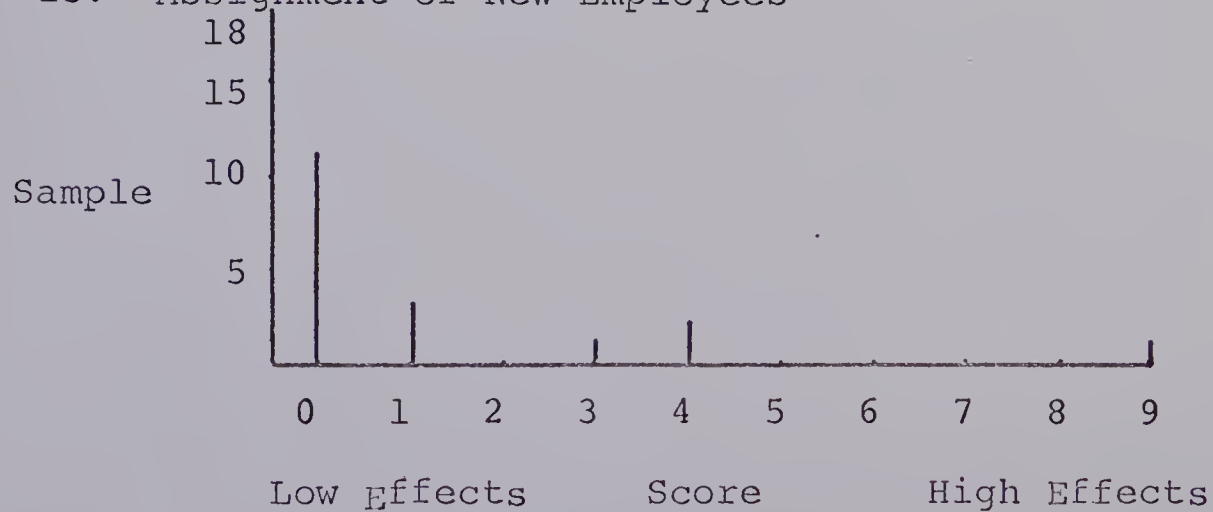
## 13. Level of Work Performance



## 14. Job Evaluation



## 15. Assignment of New Employees

















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